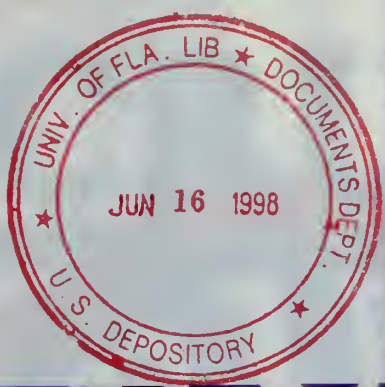


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INTER

RECRUITING



U.S. ARMY

JOURNAL-JUN 98



Army Birthday, June 14th

The following is a joint message from the Honorable Robert M. Walker, acting secretary of the Army, and General Dennis J. Reimer, Army chief of staff.

On June 14th, we join together to celebrate the 223rd birthday of the nation's oldest and most venerable military service, the United States Army. It is also the time we should pause and remember the selfless sacrifice of our soldiers that makes this the greatest fighting force the world has ever witnessed.

The key to the Army's continued success is the high caliber of our soldiers — America's sons and daughters — they are, after all, our credentials. Quality people are the heart of everything the Army does, working together with shared core values and a common heritage. While the circumstances around us may change, the heart of our Army remains the same — men and women of character, selflessly serving our nation.

Today's Army must be prepared to fight and win across the full spectrum of operations, as a joint force or as a member of an international coalition. We can reassure our friends and allies, we can provide support to civilian authorities in times of crisis and, when necessary, we can compel and deter potential aggressors.

From Lexington to Bosnia, the US Army has provided the peace and stability necessary to allow democracy to grow and flourish. Whatever the mission, the nation turns to the Army for help during crises — and the Army always answers the call. Whenever the time, wherever the mission, regardless of the challenges presented, America can count on the best combat force in the world: the United States Army. Proud and ready to serve when called on, as we have been for the past 223 years.

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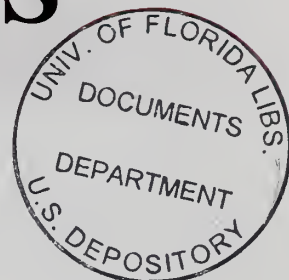
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ON THE COVER

The USAREC flag —
Flag Day is June 14th.
See article on inside
front cover.
(Cover design by
Joyce Knight, HQ
USAREC.)

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Army Values: Loyalty

*The following two essays are the first in our series on Army values. Next month's topic is Duty. Essays should be sent to the **Recruiter Journal** editor by June 1, 1998: fax 502-626-0924 or via cc:Mail or e-mail to welkerk@usarec.army.mil.*

Loyalty

by SSG Scott A. Hales

Everyone can look up the word loyalty in the dictionary and interpret the definition; however, very few individuals can honestly say they understand and practice this value every day.

Without loyalty, Christopher Columbus would have never discovered America. Everyone said the world was flat and that if you sailed far enough in the ocean, you would just drop off into space. Columbus thought differently and spent years convincing others of his theory. As his group of believers grew, they were criticized, ridiculed, and humiliated by other people in their townships, but their loyalty to Christopher Columbus was immeasurable. By gathering these individuals, along with the queen's support, he had the necessary followers to complete his mission and quest.

In recruiting, we have a tendency to say it is difficult and almost impossible to find qualified young individuals to enlist in the Army. After spending all month hunting, we find someone who is interested only to start our qualification screening, and what do you get? Another unqualified applicant. Over a period of time this can get very frustrating. For many, it could cause them to quit. Not the Army recruiter. Each day, we pick ourselves up, dust ourselves off

and try again. That is loyalty to USAREC mission accomplishment.

We justify the majority of our day according to our planning guides hunting for qualified applicants to enlist in the Army, but are we being loyal to ourselves? Think about what you actually do and what you actually see during the course of a day. Did you talk to everyone you saw and did you post the areas you were working in?

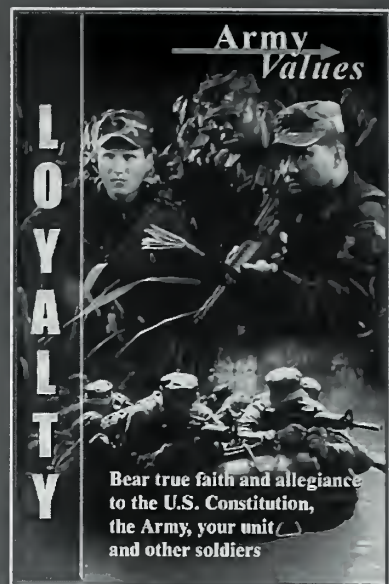
As a young frustrated recruiter, I would drive around my town, thinking to myself, "no one will join." I passed by many applicants for fear of rejection. Back at the office on the phone, I was thinking, "I will get hung up on or won't make an appointment." It seemed like each day was the same routine. I was trying to find ways out of prospecting. I was not being loyal to USAREC, the station commander or my fellow recruiters.

Finally, I realized that I had what most in my community did not have — the power of belonging to the largest and greatest organization in the world. If you don't believe it, go to the unemployment office and tell them you need a job paying you the salary, along with the benefits, you are receiving now. Chances are, they will laugh you right out the door. Since I have all that, why not be the most loyal soldier I can be? I sure would hate to have the life most of

the members of my community have.

Being loyal to the Army and USAREC means talking to everyone. Even if they do not appear to be qualified, do not ignore them. Everyone knows someone and that disqualified individual you pass by in the discount store may have a brother, sister or friend who could use the Army. Post your area. Signs, bumper stickers, and RPIs all add to your community seeing the Army and making it a common name. People must see and hear from you to become receptive and loyal to you and your ideas. By repetition, you will be more accepted. By developing more COIs and VIPs, you can spread the word increasing the number of individuals who hear your message. Imagine the countless hours Columbus spent talking to people about his ideas and beliefs. Imagine some of the responses heard, yet he continued on.

Loyalty to me is following and believing in something so great that you will go to any end to receive support, approval, and earn success. It means prioritizing and deciding what is most important in your life. Loyalty doesn't mean working longer harder hours. It doesn't mean spending more time recruiting than with your family. It means going full force when you are in uniform, accomplishing your mission and feeling successful. Even if you have



a period of bad luck, you know that you gave it your best shot. Most people can live with that.

If Columbus had given up, we would not be members of this great nation today. As recruiters, we cannot give up. We must be loyal to our unit and put 100 percent effort into every day. By doing so, you will achieve loyal followers who will some day take your place as noncommissioned officers, loyal leaders of the greatest Army in the world.

There is a great deal of talk about loyalty from the bottom to the top. Loyalty from the top down is even more necessary and much less prevalent.

—General George S. Patton, Jr.

War As I Knew It, 1947

Loyalty

*by SFC Raymond G. H. Adkins,
South Charleston RS, Saint Albans Co*

In a perfect world, everyone would possess and practice sound moral values. Ours, however, is not a perfect world. For this reason, our values, and particularly the values held aloft by the Army are of vital importance.

The word loyalty no doubt means many things to many people. To me, loyalty is the driving force that gives meaning to every other value. Without loyalty, there is no reason to strive for

anything. My loyalty to my country led me to join the Army.

I would dare to speculate that if most Americans were asked to say the first word that pops into their heads when they hear the word “loyalty” it would be “dog.” This may seem superficial or shallow, but it shows that most people recognize the basic concept of loyalty. When we see a dog exhibit loyalty to his master, no matter what the circumstances, we recognize that and respect it. Putting this most basic value into practice, however, takes a little more grit. Humans are not born possessing values. These things are learned. Ideally, all values are instilled in us from the time we are children. The seed of loyalty was planted in me long before I was able to comprehend what it was.

Every action we take and every decision we make and act on comes as a direct result of our feelings of loyalty (or lack of) to someone or something.


The Army has instilled in me a deeper understanding of loyalty, its real significance, and its ability to guide me through life. Most people are loyal to one thing or another. Some are loyal to their spouses, their beliefs in a particular thing, their country, their team, or their job. The true key to loyalty is not that it is focused toward one specific thing, but that we practice it in every aspect of our lives, and particularly with regard to our core values and beliefs. When a person’s loyalty evolves to a point that it is ingrained into the very fiber of his or her personality, that person will inevitably be an achiever and a success. Achievement and success are things everyone wants. Those who obtain success and achieve their goals are those who understand and practice the principles and beliefs to which they are loyal.

The concept of loyalty can be intangible and abstract. You can’t see, touch, or hear it. It can’t be easily explained or defined to a person who does not possess it. The best and most basic method of illustrating loyalty is to practice and demonstrate it to others.

As a noncommissioned officer and a leader, I am confident that my soldiers recognize and respect my loyalty, my loyalty to the Army, the mission, my

soldiers, and to my own personal beliefs and values. Because they see, recognize, and respect loyalty, I believe it has an effect on their behavior. When a soldier knows that his or her leader is loyal, that soldier will be more willing to exhibit loyalty. That soldier will be more willing to go the extra mile, to give that extra 10 percent, to strive for excellence and not accept mediocrity. This, the active demonstration of one’s own loyalty, is one of the most important parts of being an effective leader and instilling loyalty in others.

When the term “Lead by Example” is used, foremost in my mind is how it relates to loyalty. All soldiers are required to attend leadership schools and go before promotion boards in order to advance in the Army. I can recall attending my first leadership school and my first promotion board. I remember memorizing lists. I labored over values, beliefs, and leadership principles. Hours and hours were spent on making sure I could rattle off those lists and definitions when required to do so. Although I was proficient in the art of memorization, I had little experience in the actual practice and understanding of the things I was talking about. Any soldier who is preparing for a promotion board can spout volumes of information on loyalty and every other Army value. However, being able to give a text book definition of a word means nothing unless you, personally, have the desire and the courage to live it. A seed of loyalty must be planted, and then nurtured before it can grow into a value. The nurturing of loyalty is the responsibility of every leader.

One dictionary defines loyalty as “the tie binding a person to something to which he is loyal.” This definition is particularly appealing to me because of the word “binding.” When we are bound to something we are unable to be separated from it. We are linked to it permanently. When we are loyal to anything, we become a part of it, and it becomes a part of us. Loyalty to the Army and the individual loyalty of the soldiers who serve within it are the ties that bind us all together and make us strong. 

Corrections

In the January issue *Salutes*, Thomas Joslin of Syracuse Battalion was mistakenly identified as "Mr." Our apology to SFC Joslin, who was awarded his Recruiter Ring.

Also, in the April's Field File we erroneously listed Don Motz in the byline for the story on page 26 about the identical twins enlisting into the Army Reserve. The story credit actually belongs to Barry Vorse.

Clarification

In the April *Recruiter Journal*, on page 28, there was a photo of recruiters marching a group of DEP members without their headgear. Three "The Way I See It" comments were sent in by recruiters and one comment was received from a reservist not assigned to the Recruiting Command complaining about this picture.

The Advertising and Public Affairs photographer asked the recruiters to remove their headgear for the photo only. They put their headgear back on after the photo was taken. This is appropriate in accordance with public affairs guidance and the commander's intent.

Retirement, financial planning, marriage counseling top family issues

by Harriet Rice

Establishing a retiree "Bill of Rights" was one of five recommendations made by delegates to the first Army Family Action Plan "process action team" which met April 26-30 at Fort Belvoir, Va.

Other top issues surfaced by the 18 PAT delegates involved the need for financial-planning education, remote-site compensation, additional marriage counselors, and a more flexible dental plan.

This was the first year that a PAT meeting was held instead of the full Department of the Army-level AFAP Planning Conference. Last year it was decided that the AFAP Planning Conference would be held only every other year and a smaller process action team would continue to work issues in the alternate years.

For five days, PAT volunteers from 12 major Army commands worked 46 issues that had survived scrutiny by chains of command to reach the Department of the Army level. The delegates' mission: whittle that number down to the five items they considered the most critical to the Army's quality of life and present those issues and recommended fixes to the 29 members of the AFAP General Officer Steering Committee.

In addition, the group was asked to name the five most valuable services in the Army today.

Medical and dental benefits topped the list, followed by housing, child development services, youth services and the commissary. These benefits were briefed by Army National Guardsman MAJ Barry Richmond from Ninevah, Ind. He and five other delegates were selected by their peers to present issues to the AFAP General Officer Steering Committee, chaired by Army Vice Chief of Staff GEN William W. Crouch.

RETIREE RIGHTS

Leading the list of issues from the process action team were retirement benefits and entitlements, and their perceived erosion.

Other steps urged were developing an educational plan to communicate and market soldier benefits, and continued funding of the Army Career and Alumni Program.

FINANCIAL MANAGEMENT

In addition to education on their retirement entitlements, career soldiers need to learn to manage their finances and stay out of debt.

The team recommended a full-time command financial specialist position at battalion level throughout the Army, similar to a program currently in place at Fort Hood, Texas.

SMA Robert E. Hall supported parts of the solution that recommended incorporating personal financial management training in Army school systems, but he expressed reservations about establishing a full-time position in units.

REMOTE PAY

If meeting living expenses is a problem at a large installation where all Army services are available, what happens to soldiers who are assigned duties at loca-

tions geographically remote from those services? They suffer. That was the heart of the issue discussed by Lisa Marcum, wife of a Fort Knox enlisted soldier recently selected to be an Army recruiter.

MARRIAGE COUNSELING

Very often it is money problems that contribute to volatile marital relationships, according to the PAT findings. Sometimes couples need and seek outside help in the form of marriage counseling. But there is a shortage of professional marriage and family counselors.

While there are chaplains available, not all of them are trained marital counselors. Cultural diversity frequently precludes the use of local civilian counseling services, and some people are uncomfortable seeking help from a chaplain not of their religion.

DENTAL BENEFITS

The fifth and final issue was an appeal for more flexibility in the family member dental plan.

The existing dental plan does not include such procedures as general anesthesia and extended orthodontics. Office of the Surgeon General representative BG John Parker agreed. He said that families with children between the ages of 6 and 16, when it is important to have good orthodontics, "may want to pay \$10 a month to have this in their dental plan. In the long run, this is the right way to go. I think we should pursue this."

Earlier in the meeting, SMA Hall said that while "the budget's gone down 40 percent, OPTEMPO's gone up 300 percent."

Hall said the Army is balancing three brass balls — quality of life, readiness, and modernization — all of which carry equal weight. "We can sit in the Pentagon and talk about modernization and readiness, but you come from where it's morale, it's quality of life," he told the delegates. "What soldiers say they really want is some assurance for their families that the support activities stay at the same level they are right now."

(Editor's note: Harriet Rice is the public affairs officer for the Community and Family Support Center.)

A good idea earns a profit

Faced with the task of personally shredding over 2,000 pounds of obsolete files, SFC Brian Keith, Cleveland Battalion assistant operations NCO, got creative.

"The thought of spending days at the paper shredder fired my ingenuity," said Keith.

Indeed it did. He called around to several area recycling centers and found one that would pulverize the material while he watched to protect the sensitive files. Then the surprise arrived - a \$60 check from the recycler.

"They were very happy with the quality of out paper," revealed Keith.

The money was forwarded to the Defense Finance and Accounting Service, as required, but Keith got a couple of quality leads while at the recycler.

Erasing the past

by SFC Kiki Bryant, *Reflections* editor

[Reprinted from *Reflections*, the magazine of the Defense Equal Opportunity Management Institute.]

In the military we're taught that one of the easiest ways to lead subordinates is to set the example, be what we ask our subordinates to be: one goal being to recreate ourselves. With that, we accept that the type of followers or leaders the subordinates become is usually a reflection of the type and quality of training we provide.

A young child watching cartoons, recently taught his 30-year-old father Tom Leyden, who had had that same leadership philosophy instilled in him by the Marine Corps, that the principles of military leadership also apply to parenting: you can't practice one set of values and expect your children to practice another.

A hard-core racist for more than 15 years who had traveled around the states encouraging young people to hate others because they're different, Leyden said he got his first indication that his values and ways of life were wrong when he heard one of his young sons use a derogatory word. He said what happened was one morning he and his two sons

were sitting down watching cartoons. "My one son was playing with a truck- he got up and turned the TV off. I asked him, 'Why did you do that?' and he said 'Mommy said we're not allowed to watch shows with n*****s on it.'"

Leyden said, "I had been teaching kids around the United States that that word was okay, facilitating it, talking and yelling it was fine. But when I heard it come out of my own kid's mouth, it kind of shocked me. The fact is, I knew years down the road, he was going to be me. Those two young people helped me realize that what I was doing was wrong, because if I didn't want my children to do it, why am I doing it?" said Leyden.

Leyden said he battled with himself over his new feelings and way of thinking, realizing that walking away from his lifestyle as a skinhead was not going to be easy, and probably not safe. It was a fight he had to go through alone, something he said he couldn't even share with his wife. "The six years me and my wife were married, we went to two movies. Otherwise we stayed home and basically didn't do anything except go to other racists' houses ...

"If I would have told her that I was going to get out or she had an inkling that I was going to get out, what would have happened was they (members of his organization) would have had a party to pump me up. Somebody would've come by to get me to say, 'Let's go get a beer,' and I would have never made it to the bar," said Leyden.

During his time of soul searching, Leyden received another wakeup call. While sitting around with some friends he said, "I asked, 'If we wake up tomorrow morning and everyone on the face of the planet who's not a white Aryan is dead, what do we do next?' And I was hoping someone would say we have to set up a form of government, have a monetary system, set up some kind of police force. The first words out of somebody's mouth was 'We'll start with hair color.'" He said he went home, thinking that what he had just heard was insane.

To compound the concerns he had for his children, Leyden began to fret over other family members, particularly since the organization he was involved

with has little tolerance for people with handicaps or authority figures; his mom limps as a result of polio and his brother is a police officer.

"There's always going to be some form of hatred and bigotry that would be out there, that will eventually rot. I had to come to terms with that in myself," said Leyden, who in April 1996 made the decision to change his life. It's a decision that has cost him his marriage and children and made him the recipient of threatening late night phone calls.

Leyden lives with his mother, who had tried to raise him in a loving, Irish-Catholic home and continued for years to pray that he would turn his life around.

It was also his mother who led him to the Simon Wiesenthal Center in Los Angeles. The center is a social action agency that was created in 1977. Its goal includes combating bigotry, prejudice and anti-Semitism in the United States and the world. Center personnel spent many hours with Leyden discussing his change of heart.

"I got the impression that this was a person who had had a profound change of heart and who is willing to tell the world, 'I was wrong,'" said Rabbi Marvin Hier, of the Wiesenthal Center. "He is saying, 'Everything I've stood for in the last decade was for nothing.' That's admitting to a life's mistake."

Leyden is currently working with the Wiesenthal Center as a motivational speaker, speaking to groups about the methods and traps racist groups use to entice young people. He's also in a legal battle to gain custody of his sons, as his wife is still an active skinhead and she's legally authorized to take them to racist functions.

In the meantime, Leyden said he wants to learn more about the cultures of the different people that he hated for years. "I actually go up to people of different cultures because I want to know more about their cultures. For the 15 years that I was involved, I didn't want to know."

Note: Information for this article was contributed by the Wiesenthal Center's "Response Magazine," dated Summer/Fall 1996.

Leadership

— *Prevention is the best medicine*



By SFC Thomas Williams, Recruiter Management NCO

When a recruiter constantly fails to make mission or is performing poorly, station commanders do not blame themselves. The recruiter does not understand how to be successful, a station commander might contend. Or the recruiter does not set priorities, will not take direction or advice, or is not driven to succeed. Whatever the reason, the problem is assumed to be the recruiter's fault and the recruiter's responsibility.

But is it? Sometimes, of course, the answer is yes. Some recruiters are not able to perform the duties required for them to be successful. But sometimes a recruiter's poor performance can be blamed largely on his station commander.

Maybe "blamed" is too strong a word. Sometimes the station commander, usually with the best intentions or accidentally, is often the reason for a recruiter's lack of success. How? By creating a situation that sets up a perceived under performer to fail. This situation is often started when a recruiter misses mission, takes a DEP loss, or loses a contract or commitment. Sometimes the trigger can be less specific. A station commander or recruiter may have been transferred to the station and someone has given less than favorable comments about them. Or perhaps the station commander and the recruiter do not really get along. In any case, the situation is set up when the station commander starts to worry that the recruiter's performance is not up to standard.

The reaction

The station commander then takes what seems like the obvious action: he increases time and attention focused on the recruiter. He requires the recruiter to get approval on decisions that are usually made by a recruiter. He may also begin to micro manage all of the recruiter's time.

These actions are intended to boost performance and prevent the recruiter from making errors. Unfortunately, however, recruiters often interpret the extra supervision as a lack of trust and confidence. In time, because of low expectations, they come to doubt their own ability and thinking, and they lose the motivation to make decisions or take any action. The station commander, they think, will question everything they do.

The station commander on the other hand sees the recruiter's withdrawal as proof that the recruiter is indeed a poor performer. The recruiter, after all, is not contributing his energy to the station's success. So the station commander increases his or her pressure and supervision again. This additional micro management puts enough pressure and worry on the recruiter that he or she gives up on making a meaningful contribution.

As other recruiters see the action taken by the station commander, they start to question decisions they have made and the cycle starts again.

What is the underlying problem? One problem lies with the fact that leaders typically compare weaker performers with stronger performers.

Here are some descriptive items that are commonly used to compare each group:

- ☐ Less motivated, less energetic, and less likely to go beyond the call of duty
- ☐ More passive when it comes to taking charge of problems or projects
- ☐ Less aggressive about anticipating problems
- ☐ Less innovative and less likely to suggest ideas

It is not surprising that on the basis of these assumptions, leaders tend to treat weaker and stronger performers differently. With this assumption, we find that leaders tend to treat some subordinates as if they are a member of an in-group and others as the out-group.

A member of a in-group may see a larger role in the decision making and operation of a project. They also

have gained trust and confidence with the leader. On the other hand, members of the out-group may be perceived as lesser individuals and will receive more direct management and supervision. They generally will not have any say in decisions and have lost the trust and confidence of the leader.

Another problem may be that the two individuals may have a personality conflict. This leads to a lack of communication between them and effects each task that has to be completed. This can lead to the recruiter being left out of important tasks, decisions, and receiving favorable considerations.

Can this problem be reversed? Yes. Remember, the first step in solving a problem is realizing that one exists. The station commander has to realize that his own behavior may be contributing to the recruiter's under performance. The next step in cracking this problem is a carefully planned counseling session. This may be one or more sessions that will allow both the station commander and the recruiter to determine the underlying behavior patterns that led to the unhealthy working relationship.

Performance counseling

In planning the counseling session, the station commander must create the proper atmosphere for the session. He or she must put aside all the negative feelings that they may have had toward the recruiter in order to be able to communicate effectively. They must set aside enough time for the counseling. The location of the counseling might be carefully planned also. Having the session in the station commander's office may not be conducive to the counseling; an alternate site may be needed.

Once the counseling has started the station commander and the recruiter must use the performance counseling to come to an agreement on the symptoms of the problem. Both individuals must understand the specific job responsibilities in which the recruiter is weak. These items must be based on facts and not on feelings.

Once the areas of weak performance have been identified, both individuals should arrive at a common understanding of what might be causing weak performance. Some causes may be limited skills in time management, organization skills, or sales presentations. It is critical at this point that the station commander bring up his or her own behavior towards the recruiter and how this affects the recruiter's performance.

Without this step the whole process of reversing the past performance may be lost. If the recruiter does not feel that the station commander is willing to make changes, then why should he?

At this point the station commander and recruiter should come to an agreement about their performance objectives and their desire to have the relationship move forward. In medicine, a course of treatment follows the diagnosis of an illness. The counseling should identify the ways they can improve their skills, knowledge, and the level of supervision. The station commander will communicate to the recruiter that as he or she becomes more proficient, the level of supervision will decrease.

Most recruiters can accept temporary involvement that is meant to decrease as their performance improves.

The last step, and probably the most important, is the station commander and recruiter should agree to communicate more openly in the future. The station commander could say, "Next time I do something that suggests a lack of confidence in your ability, please let me know immediately." And the recruiter might say, "Next time I do something that aggravates you or you do not understand, can you also let me know right away?"

Prevention is the best medicine

The above situation is happening across the Army and happens in every type of business throughout the world. The behavior that is described is destructive in the working environment and can be costly to careers.

Reversing the situation requires leaders to challenge their own assumptions. It also demands that they have the courage to look within themselves for causes and solutions before placing the burden of responsibility where it does not fully belong. Prevention of this behavior, however, is clearly the best option.

Prevention starts with the initial contact with a subordinate. A carefully planned initial counseling session is the most important part in the prevention of this behavior. This will set the standards to which the recruiter will be measured and rated. If the recruiter understands what is expected of him or her then he or she can perform at that level. If he or she cannot meet these standards, then they will know the consequences.

This also allows the station commander to convey his or her feelings about how important a specific area might be. At this point, close supervision is expected by the subordinate and it gives the leader the opportunity to communicate his or her objectives clearly. As time goes by the leader can gradually give less supervision and allow the subordinate to become more self-reliant.

Finally, leaders can avoid this situation by creating an environment in which the subordinates feel comfortable discussing their performance and their relationships with their boss. This in turn will allow leaders to become comfortable with having his or her opinions challenged. The net result will be lines of communication will open, and the performance will be enhanced. 🤖

Using what you have to do the job

– Recruiting in the Hispanic market without Spanish

by Kathleen Welker
Recruiter Journal editor

So you're in a major metropolitan area with a large Hispanic population, and you have no Army recruiters who speak Spanish. What do you do?

In Kansas City Battalion, recruiting personnel rallied around the Advertising and Public Affairs section for creative ideas.

"When MG Hamilton announced the Hispanic Influencer Alliance last October, we realized our shortcomings in terms of assets, that we had no Spanish-speaking recruiters," said Gary Bloomfield, Kansas City's A&PA chief. "We wanted to figure out how to make the HIA work for us."

First things first, the battalion started to advertise more in the two Hispanic newspapers in Kansas City, as well as in the weekly newspaper in Garden City, Kansas, where there is a large Hispanic population. There is also a Spanish language radio station in Garden City and the battalion has placed ads on that valuable medium.



PV2 Alfredo Salceda visits Kansas City during his HRAP time with the battalion. (Photos by Gary Bloomfield)

Garden City is six hours away by car in western Kansas, but still within the battalion territory. As a matter of fact, the battalion's two Spanish-speaking recruiters are in that far western area — SSG Geronimo Rivera, in Garden City, and SSG Ruben Berumen, in Liberal, about 65 miles south of Garden City.

Rivera describes the Garden City area as strongly Hispanic, with a large influx of Mexican immigrants attracted to work in the area.

Job fairs

One of the first things battalion personnel did was get involved in a job fair hosted by LULAC (League of United Latin American Citizens)

at a local college campus. SGT Nathan L. Washington and SFC Clarence Cotton represented the Army at this fair and did very well without being able to speak Spanish. They also made contact with an important COI at this fair.

Use COIs

Chato Villalobos enlisted in the Army in 1990 and is now a social worker who specializes in helping young Hispanic students who are at-risk.

“All the kids know Chato,” Washington said. “He’s from here, knows the street talk, and he’s funny. The man does some stand-up comedy that really connects with the kids, and they love talking to him. He’s got a great story to tell about how the Army helped set him on the path for life, and he’s willing to tell that story. He’s very grateful for his Army experiences, and he can help us tell the Army story because he’s so credible to these kids.”

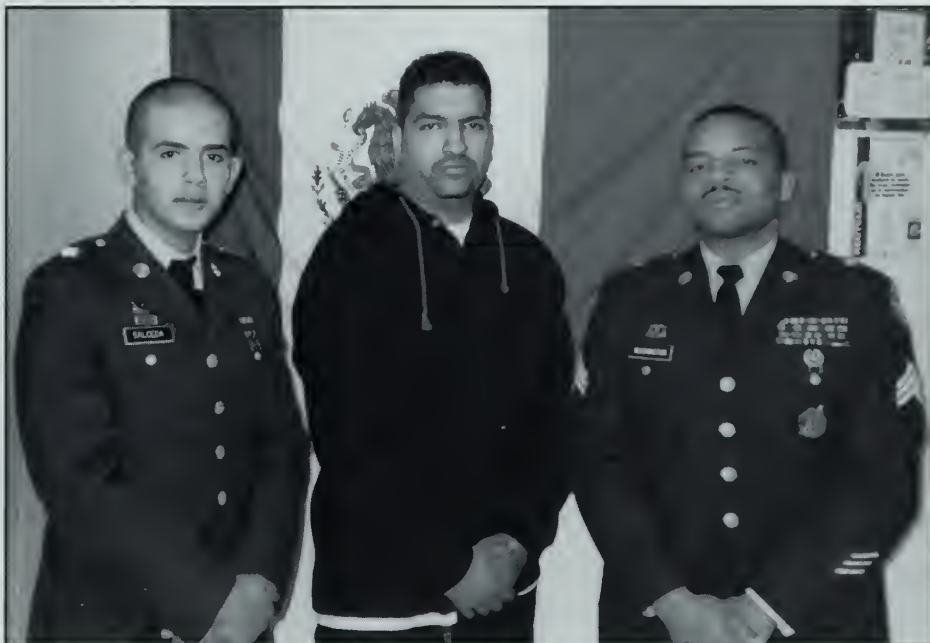
Villalobos described his pre-Army life as one headed for jail. He belonged to a gang, he said, but was lucky enough to have stayed out of serious trouble.

“The Army turned me around,” he said. “It gave me skills, it gave me discipline, it changed my way of thinking and made me realize all the things I could accomplish if I set goals. I use the leadership skills I learned in the Army every day.”

After their success at the college fair, battalion personnel took stock.

Other ideas

“It was then that we realized we didn’t need a Spanish linguist as much as we thought,” Bloomfield said. “Even if we had one, what would we do with one? We couldn’t ask him to go all over town just because he has a linguistic ability. This is a big town.”



Recruiter SSG Nathan Washington (right), who speaks no Spanish, has profited by working with COI Chato Villalobos (center) and HRAP soldier, PV2 Alfredo Salceda.

Kansas City is actually two big towns. Situated on the state border between Missouri and Kansas, if you’re lost in Kansas City you need the state identifier whenever you ask directions. Battalion headquarters is about 30 miles from Fort Leavenworth, and it occasionally profits from that proximity for having a number of COIs who retired from the Army to live near the post.

The A&PA section brainstormed ideas that would capitalize on their strengths. They asked a company commander from Puerto Rico to translate text from various Army sources and created traveling display boards in Spanish. The display boards were constructed from three panels of standard foam-core material with Army photographs, opportunities, and advantages displayed in bright colors and flashy images. Bloomfield estimates each display costs less than \$20 in materials, and they have made several for stations to be used primarily for job fairs and to display in schools.

Can you directly correlate hot leads from something this simple?

Well, no, but the displays do serve as an icebreaker.

“Most of the kids are very fluent in English, anyway,” said Washington, “so we just need to get the conversation started. They are very proud of their heritage, though, and happy to see us make the effort to communicate [using the displays] in Spanish.”

HRAP assists

Another strength the battalion capitalized on was in finding and using well an excellent Hometown Recruiter Assistant. PV2 Alfredo Salceda graduated from Bonner Springs High School in 1997 and entered the Army in January as a laundry and bath specialist (MOS 57E). He’s been back to the Kansas City Battalion twice using the HRAP and each time he has proved invaluable in talking to young prospects about how the Army has changed his life (see sidebar).

The battalion has also reached out to Hispanic influencers, offering support for school programs and any other option that comes their way.

The Kansas City (Kansas) Recruiting Station is extremely active in all their schools, and they have a good rapport with teachers and counselors.

In the schools

One such COI is Dr. Gene T. Chavez Ortiz, an educator and counselor at the J.C. Harmon High School in Kansas City, Kansas. Harmon has about 1,150 students, roughly divided in thirds among Hispanic, African-American, and white students. Dr. Chavez is an expert on Latino diversity and lectures frequently on the subject. He explained the influx of Mexican immigrants to the Kansas City area after the Mexican Revolution (1910-1921), with the extensive railroad system and many meat-packing plants. The second generation had a higher graduation rate and, as with other immigrant populations, a strong emphasis on getting ahead.

Now, Chavez explained, there are new waves of immigrants due to the political upheavals in their home countries, but this new wave of immigrants doesn't have the economic base of the longer-established Hispanic population in the area. They still have the desire to improve their lives, however, and the Army is making an impression, Chavez believes, by offering opportunities and options that will benefit their lives in the long term.

Washington's presentation at Harmon High School pivoted on the word "plan."

"What's your plan for your life after you get out of here?" he asked a class of seniors. "Who's not going to college? Okay, what are you going to do to make a life for yourself? And if you are going to college, how do you plan to pay for it?"

HRAP soldier Salceda then talked to the class about basic training and his current assignment as a laundry

specialist. He was especially excited about the classes and training the Army offers, because he doesn't want to stay a laundry specialist forever.

"Take advantage of what the Army offers. Do it! Education is power, trust me," he told the students who are only a year younger than he is. He talked to the class in both English and Spanish, and afterwards he greeted a number of Hispanic youths in the hallways and talked with each of them briefly in Spanish.

Making the connections


Another COI who works Hispanic issues in the Kansas governor's office in Topeka is Tesa DeLaRosa, who explained the importance of connecting with a Hispanic applicant's family.

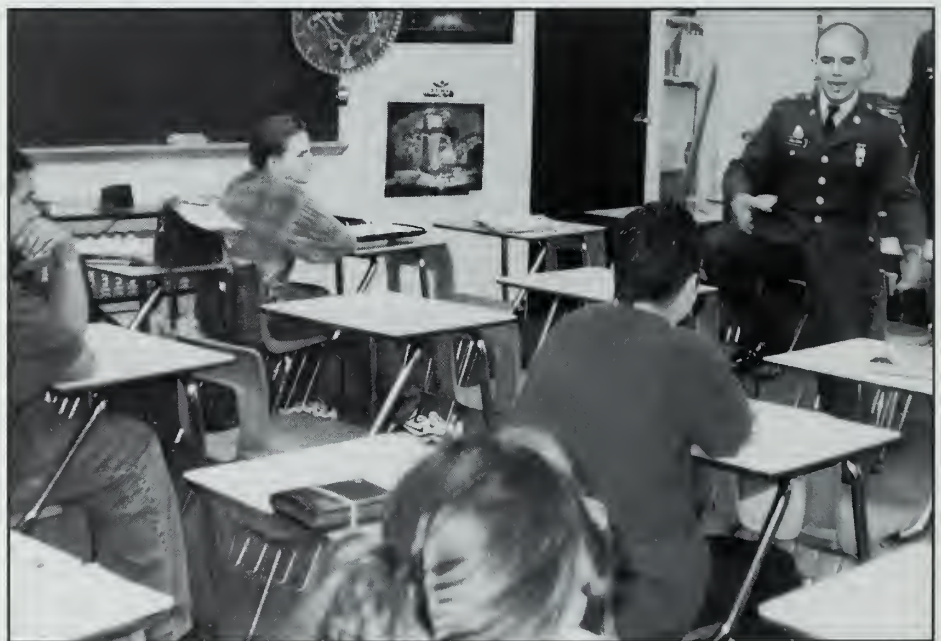
"The Hispanic people are very proud. When someone does something special, the whole family feels the pride and takes part in the accomplishment," DeLaRosa said.

Pride can be negative, too, she further explained. Most students decide to drop out when they are still in middle school. Their atti-

tudes are already formed about college, work, and the military by this time, and if they get behind in their grades, they'll stop trying. They want the diploma, but if they view that standard as something impossible, they don't want anything else.

On the positive side, the Hispanic community is banding together under several organizations to address ethnic community problems, of which high school completion is one. Education service centers such as the ones sponsored by LULAC and at-risk youth counselors such as Chato Villalobos are becoming more visible in the community. And this is where the Army's partnerships in education come strongly into play.

Mentoring, coaching, encouraging — standard procedure for an Army recruiter, right? With Hispanic prospects, all experts agree they respond well to constant reinforcement and the achievement possible in the Army. The market is primed for those recruiters who can work it. 



Salceda talks about basic training with his high school classmates.



LTC (Ret.) Soper improves his former student's salute.

Salceda finds a home in the Army

Fred Salceda says he was something of a “screw-up” in high school. And at least one of his teachers agrees, although his vocabulary is not so blunt.

“Well, I’d describe him more as the class clown,” said LTC (Ret.) Jim Soper, who was one of Salceda’s teachers at Bonner Springs High School and an early influence on Salceda’s desire to join the Army. Soper, a former Special Forces officer, retired from the Army in 1994. He used the Troops to Teachers program and started teaching that year.

“I can remember Mr. Soper talking about his Army experiences,” Salceda said, “And I wanted to do that too. I was thinking about the Army for a couple of years before I ever talked to a recruiter.

“And the Army has really changed me, I’ve had a total changeover from high school. I think before I act and consider the consequences. I think ahead. My mom says I’m more quiet, not so hyper – I guess that’s a good thing,” he laughed.

The second oldest in his family, with three sisters and two brothers, Salceda highly recommends the Army as an option for his siblings, friends, and peers at Bonner Springs. Working now in a field support unit, Salceda said he wants to make the Army a career.

The Hometown Recruiter Assistance Program (HRAP)

Soldiers graduating from basic training and advanced individual training are ideal candidates to come back to their hometown to talk about their Army experiences. While seasoned soldiers may think these “kids” don’t have much to talk about, these new soldiers are very credible with their peers, especially when it comes to talking about the Number One Fear -- basic training.

Recent graduates of basic training are full of enthusiasm. They are happy to have successfully completed a difficult mission and they are proud of that accomplishment.

USAREC Regulation 601-103 provides guidance for the administration of the program and management of the HRAP is centralized at USAREC Headquarters. Recruiters are advised, however, to ensure that HRAP soldiers are used as intended – to help you recruit. “Don’t use them as extra admin help or go-fers,” said SFC Elizabeth Gorman, HRAP manager. “What a waste of a valuable resource! These young soldiers can bring you the best leads and help convince someone who is on the fence about his or her decision to join the Army.”

“HRAP is a good, solid recruiting tool,” says Gorman. “But if it is to work well, recruiters have to talk about it to applicants while they’re still in the Delayed Entry Program.”

AIT graduates and permanent party soldiers can be approved for HRAP by the first lieutenant colonel in their chain of command. Duty is performed in a permissive TDY status.

USAREC Pamphlet 601-31 provides a wealth of information on how to work with the Hometown Recruiter Assistance Program.

What's the diff?

– Why Army recruiting is not like recruiting for the other services

by MG Mark R. Hamilton

While all of the United States Armed Forces are comprised of volunteers, each service is unique in role and function. The Army is focused on the conduct of sustained land operations, to include the seizing, occupying, and defending of land areas. The Navy conducts sea combat operations, to include seizing and defending advanced naval bases, and provides strategic sealift operations for other forces. The Air Force conducts air combat operations and provides close air and logistic support to the other forces. The Marine Corps provides forces to seize or defend advanced naval bases, conduct land operations essential to naval campaigns, and provide security for naval stations and bases.

Army

- * Makes up more than 52 percent of total DoD military (Active, Reserve, Guard).
- * Has 44 percent of the FY98 Active and Reserve accession mission.
- * Guarantees more than 250 job skills.

* Six Basic Training sites vs. no more than two for any other service.

Army Reserve

- * Comprises 57 percent of DoD total Reserve force.
- * Must fill vacancies in over 4,500 geographically dispersed units.
- * Unit turnover (activations, inactivations, relocations) approximately 10 percent per year.

Magnitude

The size of the Army and the scope of its responsibilities make it substantially different from the other services in magnitude, diversity, and complexity, and these issues create unique differences and pose a significant challenge to Army recruiting.

Diversity

The Army's recruiting mission on a yearly basis represents 38 percent of the total Armed Forces. The number of enlistments needed in just three of the Army's military occupational specialties (the "big three" combat arms specialties - infantry, artillery, and armor) equals 58 percent of the total Marine mission. In Fiscal Year 1998, the Army Reserve mission is more than 7,000 contracts higher than the total Air Force mission.

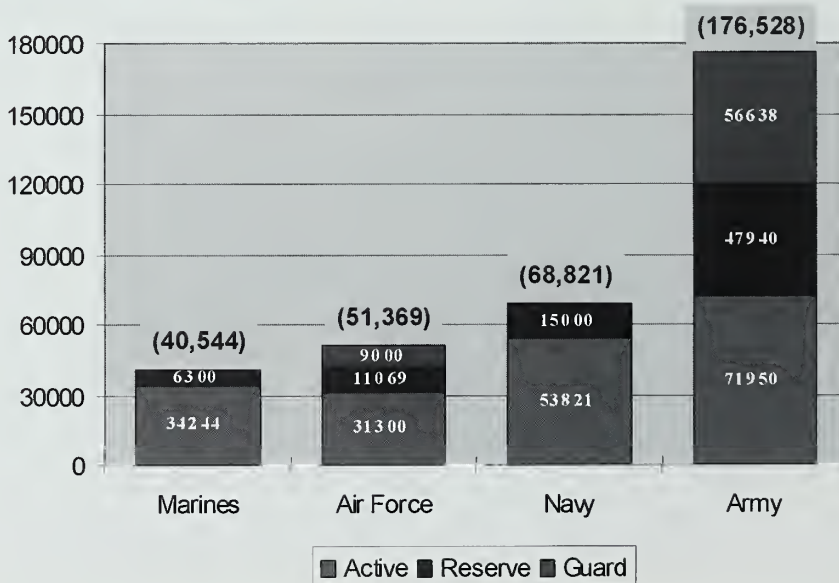
In addition to requiring the highest number of enlistments per year, the Army also has a larger number of specialties for which to recruit. With more than 250 different jobs in the Army, the Army still offers a guaranteed contract to 100 percent of our applicants. The Navy makes a contract guarantee to 87 percent, the Air Force 50 percent, and the Marines guarantee only 15 percent of their jobs in career areas.

Complexity

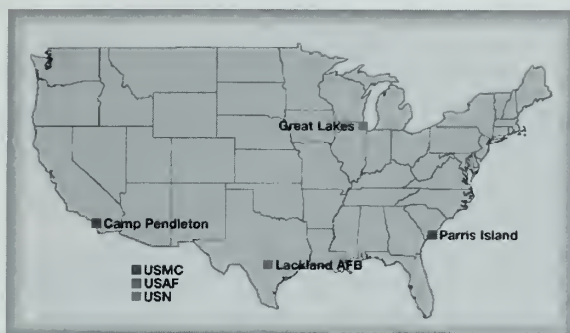
Unfortunately for the Army, a "supply problem" exists because not more than 12 percent of the available population of 17- to 21-year-old males (the Army's primary target market) are high school diploma graduates who score 50 or higher on the Armed Forces Qualification Test (i.e., in categories I-III A), are fully qualified medically, mentally, and morally, and are available.

Of this 12 percent, the Army needs the largest share and must appeal to the widest audience to fill its more than 250 military occupational specialties. Additionally, the high-technology image of the Air Force and the "warrior" niche market for the Marines, combined with their relatively small accession requirement, allow them to focus their marketing efforts on the more highly propensed-to-enlist group. Consequently, the Army

FY98 DoD Accession Missions



Navy, Air Force, and Marine BT Locations



Army BT and OSUT Locations



aggressively works to influence those with low propensity, where the supply curve requires more effort and resources (e.g., incentives, manpower) to obtain the high number of Army accessions.

Because of their lower missions and the niche markets they appeal to, the Air Force and the Marine Corps are able to conduct a very focused advertising program with, essentially, a single message. The Air Force has an added advantage of a perception of a better lifestyle; their recruiting productivity is double that of the other services with far less media exposure.

The Army and the Navy need substantially more accessions than the highly propensed market can provide. The Army faces the biggest recruiting challenge because of the high volume needed across a wide spectrum of jobs. The Army's message must appeal simultaneously to warriors, adventurers, and those seeking high-tech training. While all services use television, radio, print (newspapers and magazines), and Internet advertising, the Army's budget for advertising is significantly higher than the other services.

In further comparison with the other services, the Army's larger structure, higher mission, and more varied job opportunities challenge the Army's ability to track individual accessions for such data as entry-level attrition. This challenge is further compounded by the Army's training base structure: six locations cover four basic training sites and five one-station unit training (OSUT, which combines basic and advance individual training courses) sites, while there are 29 additional sites for advanced


individual training. Contrast the number of Army training locations with the single basic training location for the Air Force and Navy and two locations for the Marine Corps. Initial entry training attrition varies widely depending on military occupational specialty and training location.

Into the future

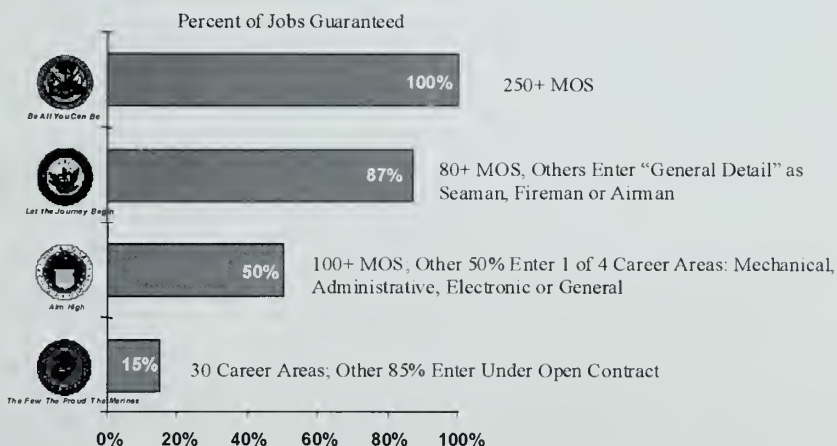
The Army is recruiting for the next century. Of the nearly 72,000 soldiers to be recruited in 1998, many will still be in the Army in the year 2000. When does the future begin? And how do we attract the number of quality young men and women to fill our diverse and complex branch of service? Everyone wants high quality applicants – applicants who are mentally, morally, and physically qualified – the Army wants them, colleges want them, and private sector employers want them and are offering them attractive incentives. What does the Army offer as opportuni-

ties and options that are attractive to today's quality youth?

In today's superb economy, Army recruiters are faced with the double challenge of increasing competition from the private sector and colleges and a declining propensity to enlist. For example, in this decade the propensity of young men to join the Army has fallen to approximately 12 percent, with some segments of the market falling even lower. Clearly, young people have options; the extent to which they opt for the Army is a tribute to the hard work and diligence of Army recruiters.

Hard work alone will not be enough in the future. The Army may be smaller but the operations tempo has increased. Manpower and budget realities affect all segments of the Army, to include recruiting resources; the Army Recruiting Command must find ways to operate successfully in the face of resource constraints and one of the best economies this nation has ever seen. 

DIVERSITY



New software tracks prospects through recruiting process

"We're on the leading edge of technology."

SFC Gary Kohnstamm, AMEDD
Functional Lead, IPT Bravo

By SFC David Dawson, Recruiting Operations

About 30 members of the recruiting force met at Fort Knox at the end of February to review the second iteration of the program called Packet/Projection. Another users review of the third iteration will have occurred by the time you read this article.

Packet/Projection will be fielded to 5th and 6th Brigade recruiters when we start the next deployment phase of the ARISS project in September. Packet/Projection is a software program designed to give recruiters a tool to record prospect information, track their prospects through the recruiting cycle, print the forms that make up an enlistment or commissioning packet, and ultimately, project the applicant to MEPS through quality control channels for further processing.

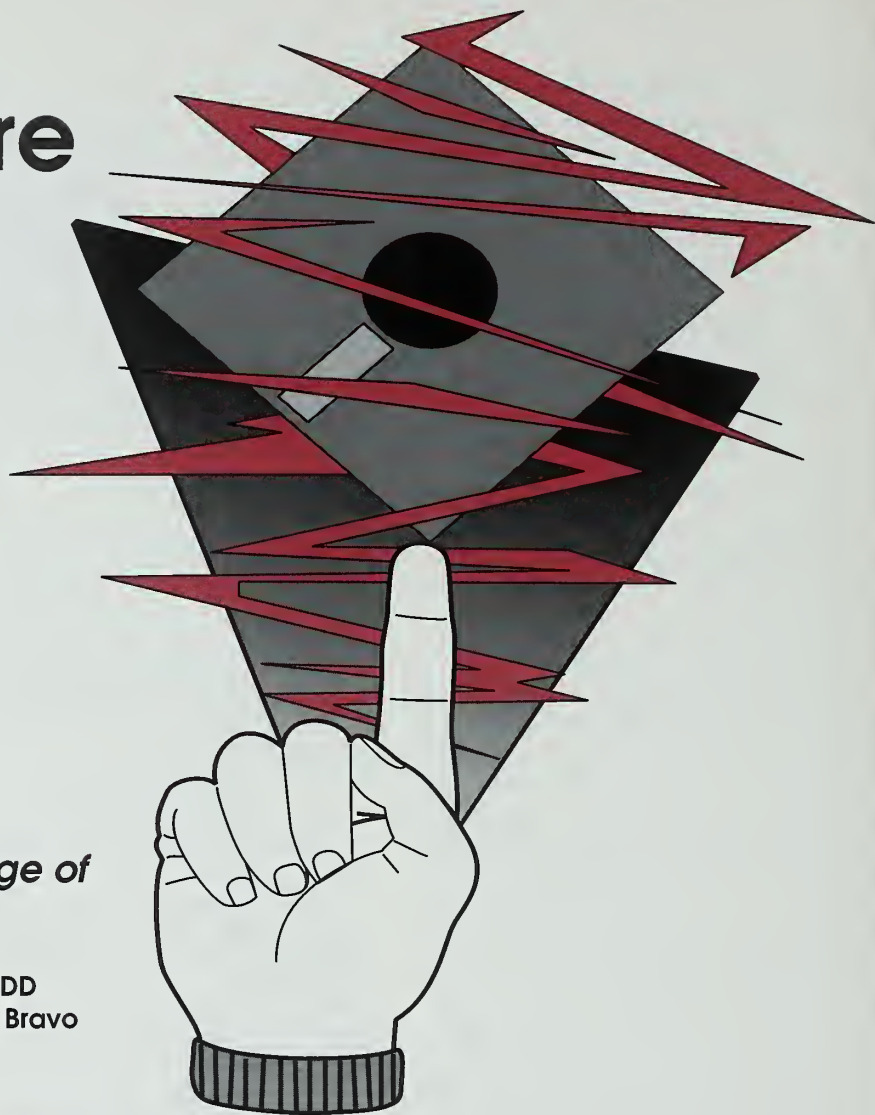
In a nutshell, the buzzwords, "one-time data entry" best describe the concept of this program. For those of us who used NRAPS, Nurse Recruiters Applicant Processing System, this program is a hundred-times better, and NRAPS was a great tool.

A searchable database will help us find applicant

information that was recorded days, weeks, or even months before. Contact history will give recruiters a snap-shot view of previous conversations and interaction with their prospects. A forms generator grabs the data you've entered and prints the required forms when it's time to go downrange. These and other features have been designed to help recruiters manage their administrative duties and substantially reduce the amount of time spent processing.

This should give us more time to do other things. Not necessarily more prospecting, but better prospecting that will lead to more quality time with our families. Of course, there are many factors that determine whether that statement is valid, and those factors vary from station to station, depending on your recruiting environment.

The point is, you will have the means to help you reduce the amount of time you spend processing applicants. In order to give you the chance to properly use this tool, you should be properly trained. It goes without saying that effective training plays a vital role in your



ability to properly use this tool. Everyone involved with this project, from the two-star level down, is committed to ensure you receive that training.

“You can buy the best set of golf clubs, but if you grip the club wrong, or swing it wrong, it’s not going to work.”

**COL Donald Tarter, Director,
Recruiting Operations**

The training program we’ve developed for you is designed to teach you the basics so you can start using the laptop and the myriad of software that comes with it. You’ll receive instructor-led training, including step-by-step I do — you do methodology, so you can learn it by doing it.

The user training will be conducted in mass at company level and lasts three days. It includes several practical exercises, homework, and realistic scenarios designed to help you develop a basic understanding of how to use the ARISS laptop as an effective recruiting tool.

The training doesn’t stop there. Follow-on training at the station level will be conducted by senior trainers through one-on-one validations. The RT will help you fine-tune the basic skills you learned during user training. They will spend a week in each recruiting station to help ensure you know how to conduct a sales presentation and process an applicant using the laptop in real-world situations. They’ll conduct ride-alongs with recruiters, do interviews, and observe interviews being conducted before they certify that each recruiter has been properly validated.

Validation is scheduled to occur soon after the user training sessions. If necessary, additional training can be given by station commanders and battalion trainers to meet your needs. Training packages will be given to each battalion to help develop sustainment training programs. Once the issue of training is resolved, a new challenge will emerge — acceptance.

“You are taking the Army to the applicant in a very official format — it’s up to you to take this tool to the field and use it as the Official Tool.”

**LTC Gary Minadeo,
Chief, ARISS Office**

ARISS is not just a laptop computer

It is a part of an information system that is replacing the current Army Recruiting and Accession Data System (ARADS) and the Army Recruiting Command Central Computer System (ARC3S).

The laptop computer is only a small component that provides recruiters a window into a much bigger world called ARISS. *There is always resistance to change.* Sometimes that’s good because it gives motive for a better training program.

Before anything, including effective training, can happen, the chain-of-command must support the program from top to bottom. To fully realize and benefit from the potential of a new system, the old must be put away.

Only the leaders can ensure that happens. By the way, while we’re at it, we should re-engineer some of ways we do our business, but that’s another issue and deserves an article all its own.

The sooner you have the laptop, learn how to use it, and appreciate the impact it will have on your recruiting program, the sooner you’ll accept it and begin to wonder how you ever got along without it.

“The long and winding road...”

The Beatles

Throughout its growth cycle, ARISS will also improve the efficiency of the recruiting organization. First sergeants will be able to query a station commander’s database and immediately have all the information he or she needs to update the chain-of-command.

They can spend more time in the field, training and mentoring their recruiters and station commanders, and less time on the phone gathering information.

Enlistment packets can be reviewed and corrected without requiring a recruiter to make several road trips carrying paper documents back and forth between station and battalion or the station and MEPS.

Think of the time and money you’ve spent on phone calls and trips between the station and the company, the company and battalion, and so on. Those obstacles will be a thing of the past through the communication capabilities of ARISS.

Stay tuned for more to come on ARISS. It’s moving fast and coming soon to a laptop near you.

CPT Robert Fancher, analyst in Program Analysis and Evaluation, contributed to this article. 📞

A recruiter writes:

I would like to take a moment to voice my opinion on the current condition of the Army's recruiting system.

In the past, I've been involved with several sales organizations that have streamlined the sales process and given incentives to motivate the sales force. I totally understand the Army is not a sales based organization, however the recruiting aspect of the Army is vital to sustain a work force for the 21st century. The recruiters are doing an excellent job of dealing with today's youth with the limited and misguided support they're given from USAREC and the Army as a whole.

We have a systematic problem of lack of support for completing tasks placed upon us as a recruiting sales force.

I will list four major systematic problems and four possible solutions to those problems.

1. When an individual enlists in the United States Army, he is under no legal obligation to ship to basic training until he swears in a second time, although he's wasted hours, or perhaps days, of the recruiter's time and government money to process him.

2. Recruiters must complete police record checks on all personnel enlisting in the Army, which takes hours and perhaps days to complete.

3. Recruiters are selected at random to become the Army's front line soldiers and sell the Army even if they wish not to do so — bad idea.

4. The recruiter is held responsible for an individual for up to a year after his enlistment in the Army and to maintain his enlistment.

These are just a few of the many systematic obstacles recruiters face on a daily basis to accomplish the task of keeping the Army combat ready. I strongly believe that with a few minor adjustments the Army's recruiting program could be a role model for other organizations to follow.

Adding these few minor changes would improve morale, production, and combat readiness.

Make individuals responsible for the contract they have agreed to and signed with a penalty for not shipping to basic training, i.e., repayment for processing ... testing, transportation, lodging, and the physical.

Assign a Military Police Officer to each large recruiting station to handle interviews and to run police checks. This individual could also follow up with individuals that have already enlisted and are waiting to go to basic training. This would free up countless hours of the recruiter's time, which could be focused on new prospects.

Offer individuals incentives to take a recruiting position, i.e. duty of choice after tour is complete, promotion preference guaranteed and improve the quality of life for the workforce.

Offer continual sales training to the recruiting force by companies like Saturn or bring in motivational speakers to improve morale and technique.

These simple changes made at higher levels would make all the difference in the world, but it will never happen because like all things in the military it just makes too much sense to do it that way — *That's The Way I See It!*

Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding the current condition of the Army's recruiting system.


We agree that those who make a commitment to our Army should honor their enlistment agreement. All of us know that circumstances arise that prevent individuals from doing so. It is our job to keep the Delayed Entry Program (DEP) soldiers motivated and give them every opportunity to meet their obligation. However, if we start denying individuals from requesting discharge from the DEP, the adverse publicity resulting from this would do more harm than good. Further, a soldier who was denied release from the DEP would certainly be a problem in

the training base. We do nothing for the Army by merely shifting our problem to the training base.

Completing police record checks on all individuals enlisting in the Army eliminates those individuals that choose to conceal information regardless of the amount of times questioned. Countless hours and money was wasted, prior to this becoming a requirement, on those who took it upon themselves to withhold this information. The assignment of a military police officer to each recruiting station would be cost prohibitive. The enlistment qualification is part of a recruiter's duty and responsibility. It is unfortunate that many applicants conceal information; however, a recruiter can ask questions that leave little room for error. Those who choose to conceal information will be caught and discharged.

The selection process for recruiting duty is designed to fill the foxholes with the best of the best. By being chosen for recruiting duty you should be proud that you're one of those soldiers. It is a policy of this command that those detailed soldiers who have completed their tour be afforded preferential treatment for their next assignment, with final determination to be left to their assignment branch.

There have been numerous discussions within the command as to when a recruiter's responsibility ends with an enlistment. We have considered emulating the US Marine Corps system, which hold recruiters responsible for their soldiers until graduation from basic training. Every recruiter, though not held accountable, should feel responsible for each individual enlistment far beyond their DEP memberships. We are currently exploring an accession incentive system to recognize recruiters who have the lowest attrition rates.

Again, thank you for your participation in, "The Way I See It." 

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

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U.S. ARMY RECRUITING COMMAND
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Fold here first

10 Key Trends in Hiring

Powerful forces reshape strategies for attracting great employees

*(From **Trend Letter**, A report on the forces transforming the economy, business, technology, society, and the world. March 5, 1998, Vol. 17, No. 5. Published by The Global Network. Permission to reprint given.)*

Editor's note: The views, opinions, and sources of fact expressed are those of the authors and should not be construed as an official Department of the Army position, policy, or endorsement.

Sign of the times: a shortage of skilled workers, a surplus of resumes and applications. Another sign: high unemployment in some industries and parts of the world, virtually no unemployment elsewhere. These apparent contradictions are imposing real limitations on businesses facing what otherwise would be a time of unprecedented opportunity. More constructively, they're fueling the rise of new approaches – 10, by our count – for developing the most fundamental ingredient of 21st century business success: the people you hire.

1.

From "Hire Me" to "Work for Us"

In fast-growing industries and regions where unemployment rates are extremely low, the scarcest

commodity these days is not capital or customers but people.

No longer can growth-oriented employers sit back and wait for job candidates to come to them. Maintaining dusty old resume files wastes space; manually rifling through them to fill openings wastes time. Nor will placing ads in the help-wanted section of the local paper suffice. Employment is a fluid state when talent is tight. You must be aggressive and proactive to attract and retain the best people.

High-tech firms in northern Virginia recruit students from high schools in nearby Washington, D.C., train them to be computer network administrators, and help them pay for college, with guaranteed jobs upon graduation. Cisco Systems, a network-equipment manufacturer in California's Silicon Valley, programs its Web site (www.cisco.com) to identify visitors from competitors' computer systems and route them to a special site welcoming to Cisco, and asking if they would like a job. More nefarious businesses hire "rusers," people who use sneaky methods to coerce receptionists into divulging information about key staff.

The market demands that you announce job openings to everyone you know – customers, vendors, colleagues and so on. List openings with trade and vocational schools,

colleges and universities, employment agencies, senior-citizen centers, job banks. Send managers on undercover shopping trips for employees. Offer staff cash bonuses for referring new hires. Definitely advertise in cyberspace, where you can convey far more information than expensive space ads allow, and where you're more likely to meet up with technical and specialized professionals. Consider advertising on radio, television, billboards, biplane banners, etc.

2.

From Classified Ads to Personal Referrals

Faced with impatient customers and accelerated production schedules, fewer businesses can afford to wait the weeks or months that typically elapse between advertising an open position and getting the new hire on the job and up to speed. Moreover, no matter how sound your judgment is, there's no guarantee that the person you hire will be as qualified and pleasant as his resume and interview suggests.

So take it from someone you trust. Businesses from retailers to software developers to law firms are turning employees into recruiters. One reason is that many employees have networks of their own – former co-workers, friends of friends, casual acquaintances with whom they share interests and avocations. Second,

savvy employees know they have a vested interest in bringing socially compatible talent on board. And third, even if you must fork over cash “bounties” to elicit referrals from your staff, that \$50 to \$500 or \$5,000 may be a bargain compared to the hefty fees most professional headhunters receive.

Non-employees also make great referral sources. Enterprise Rent-A-Car supplements its on-campus recruiting with invitation-only socials for professors, who are plied with snacks and wine to encourage students to consider Enterprise’s management-training program. Southwest Airlines asks its frequent fliers for names and resumes of candidates, enticing them with a shot at a Las Vegas vacation. Arthur Anderson, the big consulting firm, goes the family-and-friends route, asking them to designate a charity to receive a \$500 donation for each successful referral they make.

3.

From Local to Global

Remember when your field of job candidates was no wider than the readership of your local newspaper? Ancient history. Between competitive pressures, the wonders of technology and the globalization of business, your pool of prospective hires can be as international as planet Earth itself. When your population falls short, go and find new populations.

India, Russia, Brazil, Eastern Europe, Ireland, and South Africa, the Philippines: prime recruiting grounds for employers seeking workers with solid math, programming and mainframe computer skills. The former Eastern Bloc countries, parts of Latin America, Puerto Rico: rich with hotel and other service workers. Affordable, too, even figuring relocating costs. Workers in emerging regions are accustomed to salaries far below those of their American counterparts.

In a job seeker’s market, it’s the employers not the prospective employees who must be flexible.

How to find these far-flung workers? Through specialized recruitment agencies, Internet sales pitches, and friends and family of current expatriate workers. Virtual Solutions, a database design and integration company in Richardson, Texas, not only recruits from India and Great Britain, but pairs its expatriate recruits with mentors to help them acclimate to their new jobs and homes. Ericsson, the Swedish electronics giant, taps its European divisions and sister companies to recruit personnel for job openings in the US and elsewhere.

“Virtual immigration,” where expatriate workers stay put, also is gaining momentum, thanks largely to the Internet’s capacity to connect workers and businesses thousands of miles apart. Advantages extend well beyond salary savings. Time-sensitive projects like the “Year 2000 problem” receive round-the-clock attention from programmers in various time zones. To encourage foreign investment, India now extends tax breaks and real estate subsidies, and has eliminated tariffs and duties on imported high-tech equipment.

4.

From Solo Recruiting to Partnering

When overextended businesses step out of the hiring loop, the headhunting professionals step in. Recruitment advertising is one of the fastest growing ad segments. Headhunters are busier than ever keeping up with the ongoing spate of defections in fast-growing industries. They often have the inside track on who might be available for what job – not just CEOs, but also middle managers and entry-level employees. And they

can produce quickly and precisely. But at a price, typically a flat fee or percentage of the position’s salary.

Headhunters are branching out in new ways as well. If you anticipate an opening months in advance, you can hire a firm to discreetly “presearch” the market and come up with a short list of candidates. Some firms specialize in electronic searches. MBA Central (www.mbacentral.com) uses e-mail and a database to deliver at least qualified prospects for a range of positions. Hospitality Jobs Network (www.hospitalityjobs.com) matches hotels with job seekers, including welfare recipients. CareerBuilder (www.careerbuilder.com) will post your openings on its web site and claims to slash hiring costs in half.

Job fairs are increasingly specialized (covering niches like sales, hospitality and technology) and high tech (some feature “virtual exhibitors” who interact with job seekers electronically). And they have a growing list of sponsors. Professional groups and corporations band together to hold job fairs, often in other cities. Some businesses even create ad hoc job fairs of their own, setting up booths at events – art fairs, sports competitions, wine festivals, etc. – where their kind of people congregate.

5.

From Blind Interviews to Electronic Screening

Hearing from job seekers is the least of your problems. Wasting time plowing through stacks of the wrong resumes and interviewing the wrong people – there’s your problem. More businesses are automating the job-selection process to weed out all but

the most promising applicants before bringing them in for an interview, saving time and money.

Under automated recruiting, perhaps the strongest step yet toward the elusive “paperless office,” human resources staff can search tens of thousands of resumes in seconds and, with the push of a button, e-mail promising resumes to the appropriate manager. The accounting firm KPMG Peat Marwick uses its web site to attract applicant information to a database, where it resides until it is either purged or plucked because it meets the criteria of a particular hiring manager.

Coopers & Lybrand holds initial screening interviews with college students on its web site; interviews consist of about 40 questions, including some requiring essay responses. Ace Cash Express, a check-cashing company, uses computer screening before and after hiring, for employee-satisfaction surveys and exit interviews. Macy’s department stores take applications over the phone; prospects answer questions by pushing the numbered buttons. Other retailers using computer-aided screening include Neiman Marcus, Office Depot and Nike shoe stores.

A growing number of companies and products will help you make the switch to electronic screening. These include Aspen Tree Software (www.aspentree.com), Robo Surfer (www.robosurfer.com) and Resumix (www.resumix.com).

6.

From Reference Checks to Assessment Tests

Not too many years ago, you could call a candidate’s previous employers and ask them virtually anything about that person’s work habits. Now most ex-employers, fearful of getting slapped with lawsuits, won’t confirm anything other than when a candidate worked for them. Not very helpful

when bad hiring decisions are more costly than ever. Which is why more businesses are using psychological and behavioral tests to assess whether candidates are analytical, honest, impulsive, self-absorbed, creative, loyal or any of a number of other attributes that might make them an asset, or a liability, to the team.

You may know about the Myers Briggs Type Indicator, long used to identify personality types. But have you heard about The Job Candidate Profile? Published by the St. Paul Fire and Marine Insurance Company (www.stpaul.com), this tool helps gauge an applicant’s propensity for having on-the-job accidents. The Omni profile, by Omni Group (www.omniagroup.com), uses the principles of Carl Jung to reveal, among other things, whether an applicant is active or passive. Lousig-Nont & Associates (702/732-8000) publishes several employment tests, including the Phase II Profile for honesty and integrity. Likewise, Reid Psychological Systems (www.reidsystems.com) says its most popular tests are for integrity and customer service.

You can also develop your own tests. Some British firms conduct “projective” tests, where subjects are asked for their opinions of famous others – say Margaret Thatcher or Tony Blair – in order to reveal their personalities, if not their tact. EMC, a Massachusetts manufacturer, holds prospects to the EMC Employee Success Profile, whose seven categories include technical competence, goal orientation and cross-functional behavior. “Behavior-based” interviews ask applicants to recount instances when they exhibited a particular skill.

Assessment tests can be expensive to administer, and their quality can be spotty. They can be controversial too – applicants and civil liberties groups have contended they violate privacy and discriminate against certain groups. But if used judi-

ciously and in conjunction with traditional screening procedures, they could improve your odds for hiring right.

7.

From Rigid Offers to Negotiation

Every detail of a job is negotiable in the current environment.

In a job seeker’s market, it’s the employers not the prospective employees who must be flexible.

Conduct interviews equipped with a mental list of just how far you’re willing to stretch, from salary to performance incentives to training opportunities to an enclosed office to flex time, and you’ll decrease your chance of losing the right candidate in a heated bidding war. And you’ll avoid nasty disagreements later, when the then-candidate, now-employee demands more.

Jabil Circuit Inc., an electronics manufacturer in St. Petersburg, Florida, went to Michigan to recruit half a dozen engineers from Zenith Computers, which had shut down its local operation. The engineers wanted the jobs but not to move to Florida. So Jabil set up a satellite office in their Michigan town, and the engineers became telecommuters.

8.

From Salary to Total Compensation

Rising profits give many businesses the luxury of being able to pay more than just salaries. The tight labor market makes that luxury option a standard feature. No longer do you get a flat wage for a fixed amount of work. You get a piece of the action, a compensation package that encourages you to work better, produce more, stick around.

About half of US employers now consider signing bonuses as part of the cost of recruiting, especially where exceptional candidates are concerned, according to the National Association of Colleges and Employers (www.jobweb.org). Smart

businesses pay these bonuses not when the candidate accepts the job (he or she could renege on the offer, after all), but typically after the candidate actually begins work, in the second or third paycheck, or perhaps half after six months and the balance at the employee's one-year anniversary.

Newly minted MBAs from the University of Pennsylvania's Wharton School receive bonuses averaging \$20,000. Students with no more than associate degrees in computer information systems are walking away with signing bonuses of up to \$3,500. Will it last? Probably not, but bonuses will merely morph into new shapes as the market cools down. Such as paying all or part of an employee's final year of college.

For start-up or rapid-growth businesses, compensation lures include stock options or employee ownership. Both give employees a vested interest in the company's success and both, within a few years, could be worth a fortune. Adobe, the software manufacturer, has incentives that include team-based rewards, which provide "team managers" with a pool of cash and stock to give to team members as they reach certain milestones. The McKay Nursery company, in Waterloo, Wisconsin, has an employee stock-ownership plan that rewards workers with bonuses equal to 20 percent to 25 percent of their wages in stock or cash. That's at least \$2,000 a year for even the lowest-paid employees, most of whom are seasonal migrant workers.

These days, compensation is how you define it. A sweetened 401(k) plan, even for small firms. An extra week of vacation. A menu of health plans instead of just one. Limited or unlimited job-related travel, whichever the worker chooses. Education accounts, to spend as desired.

9.

From Prestige to Quality of Life

When you can't compete on lucrative compensation or a prestigious name, try competing on quality of life. The Texas city of Richardson is not as well known a high-tech mecca as are California's Silicon Valley or Boston's Route 128 corridor. But Richardson has more than 500 high-tech employers, and it expects to need nearly 130,000 high-tech workers by the year 2020. So it promotes education including working with local community colleges to reconfigure classes and degree programs, and creating four-year "tech-prep" programs that begin in 11th grade.

Nearby Austin already has a world-class education system. Its carrots include good weather, no income tax, short commutes and affordable housing.

Southwest Airlines attributes its low turnover and high success to policies including casual dress and an openness to ideas from every employee. American Management Systems benefits from an informal culture – employees can wear jeans every day – and a flat hierarchy: Employees aren't hired to do a single job, but to work on various projects in a particular business unit. New technologies and challenges all the time, never boring.

Looking for younger workers? Consider playing up the distinctly unbusinesslike concept of fun. Cognex, a Massachusetts software maker, holds Friday afternoon socials, free movie nights and Ultimate Frisbee matches. Sprint, the long-distance provider, throws karaoke contests.

You can also improve workers' quality of life off the job. An example is the growth of domestic partner benefits – medical benefits for the partners of gay and lesbian

employees, now offered by at least 15 percent of companies with 200 or more employees. "The market is very, very tight for good people and we want to do anything we can to retain and attract them," says a spokesperson for Chevron, one such company.

10.

From Perfection to Potential

Beggars can't be choosers. That old saying strikes a chord with many modern employers who, unable to find the skilled workers they need, are growing their own.

Nearly all jobs today require education. Truck drivers need logistics skills, for instance. Machinists need computer skills. Telemarketers must know how to spell and edit.

A homegrown workforce is the goal of Richardson, Texas (see #9); whose ties with local colleges and high schools will cultivate enough trained workers to prepare the city for the 21st century. Reaching even deeper down the educational pipeline, Merit Electric, in Largo, Florida, takes its recruitment pitch for electricians to junior high schools, where it shows a video and distributes free pens and rulers.

More high-tech firms are hiring liberal-arts graduates. Their "people" and problem-solving skills are considered a plus. Their curiosity, moreover, makes them good learners.

Consider also the increasingly popular practice of externships – short, unpaid stints (internships last longer and typically are paid) that give students a dose of on-the-job experience. Besides saving money on wages, employers can "test-drive" young workers who might be interested in permanent employment later, and can explore intangible attributes that may not be clear in a resume or an interview, such as the ability to work with others.

Chaplain Recruiting

The new regulation for the Chaplain Recruiter Production Management System has hit the streets! USAREC Regulation 350-12 can be found in the recruiting brigade and battalion operations Update, Issue AB, April 1998.

Effective April 30, this regulation formalizes the policies and practices of chaplain recruiting.

The chaplain recruiters will find that it contains all the forms needed for good administration and time management. It makes many things that the chaplain recruiters have been doing, and some things they may not have been doing, mandatory.

As with all policies, once they are officially in a regulation, the referenced requirements become inspectable. Headquarters, Chaplain Recruiting Branch encourages everyone with some involvement in chaplain recruiting to read and digest it thoroughly.

Change to QUALS File

The ACT or SAT requirement as a qualifier has been removed from appropriate qualification files, such as, the Recruit Quota System (REQUEST) and Army Training Requirements and Resources System (ATRRS) for 91C.

Anyone processed and disqualified for lack of either an ACT or SAT may be contacted. If otherwise qualified, processing may continue. For a list of all other MOSs with QUALS changes see DAREP Message 98-008.

RASP Update

- The Reserve Associate Support Program (RASP) was implemented on Mar. 28.
- Dept. of Army Circular 140-98-1, dated Jan 1, 1998, as well as the RASP contract addenda were distributed to the appropriate battalions.
- RASP Recruiter Presentation Items (RPI) were distributed.
- Designated MOSs for the RASP option are being prompted by REQUEST and are listed in the DA

Circular, RECUSAR Message 98-010, dated Mar. 18.

- There are substitution rules for Regular Army recruiters who write a Reserve Associate Support Program contract, see USAREC message 98-034 for more information.
- Effective April 28, Regular Army recruiters who write a RASP contract for the Army Reserve are awarded a GMA/GFA credit toward their Active Army mission box.

Selected Reserve Incentive Program

The following is a summary of the FY 98 Semi-Annual Review and Update of the Selected Reserve Incentive Program (SRIP):

For first time enlistees, there are two military occupational specialty (MOS) bonuses authorized by the Office of the Chief, Army Reserve (OCAR) for designated high priority units (\$3,000 or \$5,000).

Both enlistment bonuses are to be offered only to non-prior service applicants enlisting in the designated MOSs and OCAR designated high priority units.

The Army Reserve enlistment bonus for prior service soldiers is offered regardless of unit affiliation or unit priority. However, soldiers must be duty MOS qualified in their primary military occupational specialty.

A soldier will qualify for a prior service enlistment bonus only if the MOS is contained on the list. The Army Reserve prior service enlistment bonus is offered regardless of unit affiliation or priority.

Qualified instructors working in instructor positions qualify for a prior service enlistment bonus. Linguists performing linguistic duties qualify for a prior service enlistment bonus if reading and listening proficiency levels are 2 or better. Soldiers not sustaining those levels must have their bonus terminated.

Soldiers possessing a skill as outlined above and have an eligible re-entry code are authorized the affiliation bonus.

The affiliation bonus is not restricted to primary military occupational specialty

(PMOS) and is also available for secondary and additional MOSs.

Upon assignment to a USAR Troop Program Unit (TPU), an affiliation bonus may be paid to an enlisted soldier who meets eligibility criteria contained in Army Regulation 135-7, Chapt. 5, and have been awarded a military occupational specialty/special qualifications identifiers (MOS/SQI) while on active duty.

Duty MOS qualified soldiers are authorized an affiliation bonus for the following special qualifications identifiers:

X — Soldiers performing as drill sergeants.

H — Soldiers performing as instructors.


L — Qualified and performing as linguists who have a Defense Language Proficiency Test (DLPT) score of 2 in reading and 2 in listening.

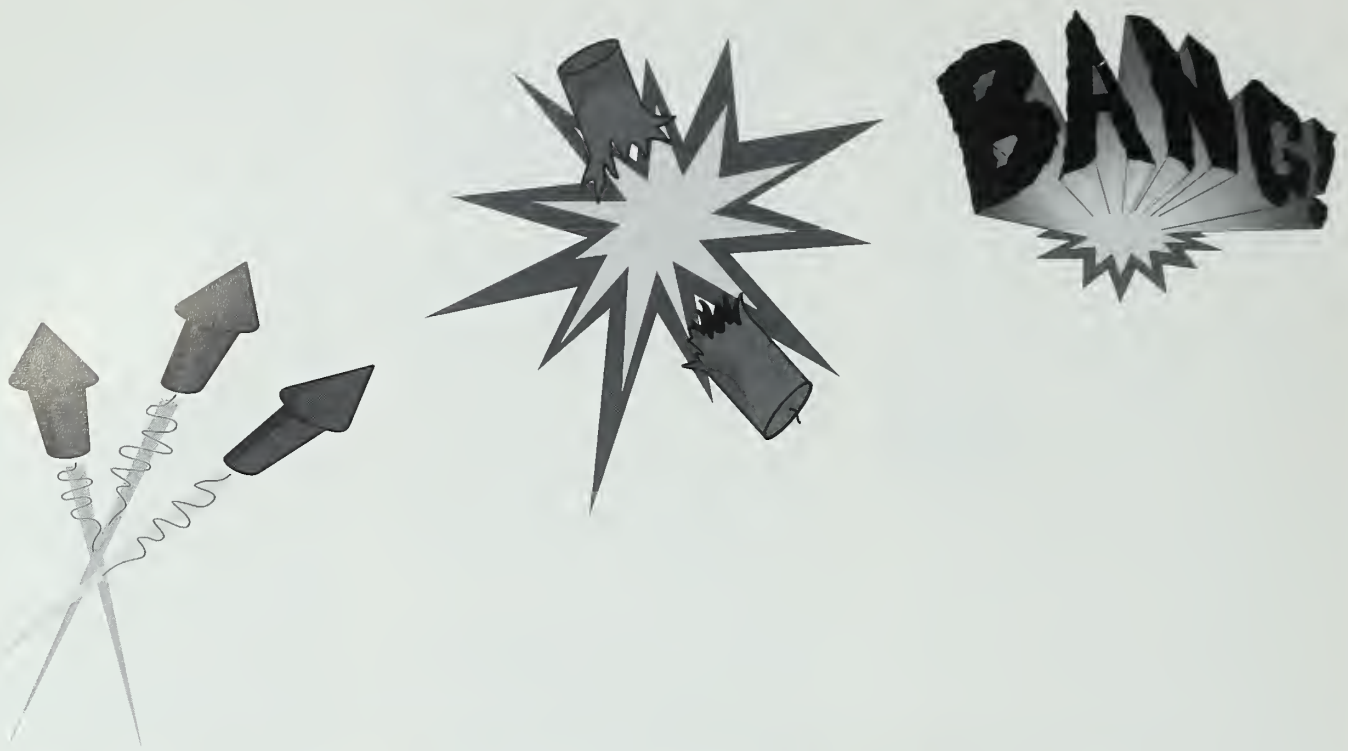
However, the soldiers must maintain their proficiency levels to remain eligible for continued bonus payments.

Selection board for AGR

The Active Guard Reserve TWOR selection board (Department of Army) was held on April 28-30. The selection results were sent to the Full Time Support Management Directorate (FTSMD), Army Reserve Personnel Command (AR-PERSCOM), St. Louis.

The criterion for this selection board was "best qualified by warrant MOS." Evaluations were completed for 121 Active Guard Reserve warrant officer applications in five warrant officer MOSs. The applicants should not call Headquarters, USAREC or the FTSMD to ask about the results. The Full Time Support Management Directorate will contact applicants when there is a vacancy.

The Technical Warrant Officer Data Records (UR Form 200-6) for this board should be kept for 12 months as a COI and then terminated. A two-year follow up is not required for the Active Guard Reserve applicants. All follow ups are done by the Warrant Officer Entry Branch, AR-PERSCOM. 



Firecrackers, rockets, and sparklers can lead to hospital visits

Each year on July Fourth, Americans celebrate freedom and independence with barbecues, picnics, and family gatherings. The Fourth of July can be one of the best days of the year... especially if you “Celebrate Safely.”

According to *Prevent Blindness America*, nearly 13,000 fireworks victims keep hospitals busy every year. More than half of those injured are children. Fireworks not only injure users, but also 40 percent of fireworks mishaps injure bystanders.

The three types of fireworks that keep hospital emergency rooms

busy during this holiday period are bottle rockets, firecrackers, and sparklers. Bottle rockets and firecrackers can fly in any direction prior to exploding and sparklers burn at temperatures hot enough to melt gold.

One of the reasons fireworks injuries continue to occur is because people just don't consider how dangerous these devices can be. People often don't realize — until they are injured — that the risk of blindness or injury outweighs the excitement of taking risks with fireworks. And giving fireworks to young children can mean a trip to

the hospital emergency room.

Safety tips

To help you celebrate safely this Fourth of July, the Consumer Product Safety Commission and the National Council on Fireworks Safety offer the following safety tips.

- ☐ Always read and follow label directions
- ☐ Have an adult present
- ☐ Buy from reliable fireworks sellers
- ☐ Ignite outdoors
- ☐ Have water handy
- ☐ Never experiment or attempt to make your own fireworks
- ☐ Light one at a time
- ☐ Never re-ignite malfunctioning fireworks

- ☐ Never give fireworks to small children
- ☐ Store in a cool, dry place
- ☐ Dispose of properly
- ☐ Never throw fireworks at another person
- ☐ Never carry fireworks in your pocket
- ☐ Never shoot fireworks in metal or glass containers



Choosing safe fireworks

It is extremely important to know the difference between a legal consumer firework and a dangerous explosive device. Items such as M-80s, M-100s and blockbusters are not fireworks, they are federally banned explosives. They can cause serious injury or even death. Stay away from anything that isn't clearly labeled with the name of the item, the manufacturer's name and instructions for proper use.

Consumer fireworks include cone fountains, cylindrical fountains, Roman candles, skyrockets, fire-crackers, mines and shells, helicopter-type rockets, certain sparklers, and revolving wheels. Currently, 40 states plus the District of Columbia allow the use of some type of consumer firework.

Here are some tips to help ensure a safe Fourth of July

Fireworks are not toys. Fireworks complying with strict regulations enacted by the U.S. Consumer Product Safety Commission in 1976 function primarily by burning to produce motion and visible or audible effects. They are burning at approximately the same temperature as a household match and can cause burn injuries and ignite clothing if used improperly.

Never give fireworks to young children. Close, adult supervision of all fireworks activities is mandatory. Even sparklers can be unsafe if used improperly.

Select and use only legal devices. If you choose to celebrate the Fourth of July with fireworks, check with your local police department to determine what fireworks can be legally discharged in your area.

Stay away from illegal explosives. Illegal explosive devices continue to cause serious injuries around the Fourth of July holiday. These devices are commonly known as M-80s, M-100s, blockbusters or quarter pounders. Federally banned since 1966, these items will not contain the manufacturer's name and are usually totally unlabeled. Don't purchase or use unlabeled fireworks. If you are aware of anyone selling such devices, contact your local police department.

Homemade fireworks are deadly. Never attempt to make your own devices and do not purchase or use any kits that are advertised for making fireworks. Mixing and loading chemical powders is very dangerous and can kill or seriously injure you. Leave the making of fireworks to the experts.

Injuries are likely

Illegal fireworks continue to be a serious problem. Over the past 10 years, 25-30 percent of the injuries associated with fireworks have typically been caused by illegal explosives or homemade fireworks.

Today's consumer fireworks are primarily noted for their beautiful visual effects rather than explosive noise. With the enactment of rigid safety standards for consumer fireworks, a safe, enjoyable backyard fireworks display is now possible.

Hey parents, here's your chance. Light up your knowledge of fireworks safety. Review it with your children — you may just teach them something.

If you choose to use fireworks this Fourth of July, make it a family event. Teach yourself — and your children — fireworks safety! 🔔

The following 10 states ban all consumer fireworks:

Arizona
Connecticut
Delaware
Georgia
Massachusetts
Minnesota
New Jersey
New York
Rhode Island
Vermont

Football players and recruiters team up and join up

Story by Mary Vogiatzis, Southern California Advertising and Public Affairs

SAN BERNARDINO, Calif.

— None of the players came into the station at the same time — they just started meeting each other there. During these chance encounters, they found that six members of their football team were enlisting.

They like being on a winning team — they've left the high school football field to join a larger and greater team, the Army.

"You would be hard pressed to find a group of young men with more motivation and sense of direction," said SSG Edward Spurgeon.

Antonio Goudeau wanted to join the Army so badly that he lost 67 pounds within three months in order to qualify. He plans to lose another 10 pounds before basic training. His family, as well as all the recruiters at the San Bernardino station, is amazed, that he could accomplish this feat of will.

Instead of taking all the credit, Goudeau said, "Spurgeon really worked with me. He was patient and ran with me almost every day, which not only helped me physically but showed me Army people really care."

Goudeau scored high in the mechanical aptitude area and opted for MOS 63E/MI, Abrams tank system mechanic.

PVT Johnnie Nelson, a tall, strong looking 18-year-old, was pursued by several colleges to play football. However, he decided the Army is the place to spend some time before college and to evaluate all his options while earning money for college. He wanted a job that is challenging but at the same time allows him personal time to chase a few dreams. When he was at the MEPS, MOS 71M, chaplain's assis-

tant, was offered to him based on his aptitude scores. He jumped at the chance and signed on the dotted line.

Two of the new soldiers, PVT Brian Kirkconnell and PVT William Sanders, were lingering outside the recruiting station waiting to go next door to see the Marine recruiter.

Spurgeon, never missing a chance, saw their indecision and invited them into the station to take a look at Army options. Afterwards, they visited the Marine recruiter but returned to process for the Army and ultimately signed-up for the MOS and the benefits they wanted.

They both leave at the same time for basic training and AIT at Fort Benning, Ga. Both will be Airborne/Rangers and both qualified for \$40,000 with the Army College Fund. They also qualified for selection of first duty station. They argued, but finally settled on Fort Lewis, Wash., and the 75th Ranger Regiment. After all, they want to experience this adventure together.

"We both think the Army has more opportunities, a larger selection of jobs, and offers more benefits," agreed Kirkconnell and Sanders.

Lionardo Sanchez, who was captain of the 1996 team, is also excited about becoming a 92R, parachute rigger.

"It certainly beats staying home and doing nothing," said Sanchez. "I'll do more in four years than most of my friends will do in the next 30 years," he added.

PVT Adam Christopher Romero also enlisted. Instead of a full time commitment, Romero decided to be a member of the Reserve. He wanted to enjoy the benefits offered but stay close to home. He enlisted for 92G, food service specialist.

The San Bernardino recruiting team worked hard to see that the enlistees were satisfied with their decisions. Congratulations to the five recruiters — SSG Angel DeJesus, SSG Robert Maxwell, SFC Eddie Scott, SFC Robert Pauff, and SSG Edward Spurgeon. 🛡️



Football team members pose with their old jerseys one last time. (Left to right front) PVT Johnnie Nelson, PVT Adam Romero, PVT Lionardo Sanchez, and PVT Antonio Goudeau. (Back) SSG Angel De Jesus, SSG Edward Spurgeon, PVT Brian Kirkconnell, PVT William Sanders, and SSG Robert Maxwell. (Photo by Stan Cordell)

Educators see grads in a different light during Sill visit

Story and photo by Vernetta Garcia, Columbia Battalion Advertising and Public Affairs

COLUMBIA, S.C. — Educators from North and South Carolina recently caught a glimpse of Army life at the home of the Field Artillery Corps, Fort Sill, Okla.

Twenty college deans, high school counselors, and teachers were welcomed by the Field Artillery Half Section — the Army's only horse-drawn artillery unit.

Then the group was off to the motor pool. CPT Dale Smith, motor pool commander, explained the palletized loading system, the self-propelled howitzer, the carrier ammunition tracked vehicle, and the carrier command post tracker. It was a little overwhelming, but the educators jumped right in and began to ask questions.

"I even had trouble understanding most of this equipment out here," chuckled Wilfred Rogers, Ridgeview (S.C.) High School senior counselor. "But they really understand it and know what they're doing."

"That was so much fun," shouted Alice Tinsley after her loud tank ride around the motor pool. Tinsley is a career counselor for Goose Creek (S.C.) High School. She, along with a few other educators, squeezed into the howitzer for a bumpy ride through the motor pool.

Seven field artillery soldiers from around the US answered educators' questions, such as: Why did you join? Would you do it again? What do you like most and least about the Army? Are you continuing your education while you're in

the Army?

The day began to wind down with a stroll through Fort Sill recreational facilities as well as the commissary and exchange store. "It's sure been a learning experience," said Jennie Ray, head guidance counselor Mauldin (S.C.) High School.

Day two was spent learning about basic training. Educators watched recruits struggle through their final physical fitness test.

"I felt so bad. One kid only did 41. I wanted to run out there and help him," said Tinsley. Forty-two sit-ups are the minimum requirement to pass.

At the range, educators had a chance to train as the recruits train. A few educators sprawled on the floor as drill sergeant, SSG Robert Jordan, gave instructions on operating the multipurpose arcade combat simulator. With earplugs secure, educators ventured out on the rifle range.

They toured the barracks with LTC George Steuber, 1st Battalion, 19th Field Artillery commander. "We overcome a lot of obstacles, and we build citizens," said Steuber. The educators seemed surprised and touched at the sensitivity shown by the drill sergeants and commander.

Before lunch, the group sat down with a second panel of soldiers. These soldiers were two weeks away from basic training graduation.

"Some days I love it. Some days I hate it, but I stay motivated," laughed PVT Josh Gant from Asheville, N.C.

A few counselors admitted they expected the soldiers to be a little more miserable. Sylvester Wooten from North Carolina was especially touched.

"It makes you think, these 17- and 18-year-olds out here ready to defend our country — defend me," said Wooten.



Janice Smith, guidance counselor, Aynor (S.C.) High School, and Sylvester Wooten, educator from N.C., take a ride around the Fort Sill motor pool in a self-propelled howitzer.

Reception battalion commander LTC Joseph Pedone showed the educators what new recruits face when they arrive at Fort Sill. Part of the reception battalion is the fitness training battery — where new recruits go when unable to meet basic physical requirements. Males must do 13 correct push-ups and females are required to do one.

"Fitness is a serious problem," said Pedone. He asked the educators to encourage students to be physically active.

But the big finale of the day was a basic training graduation. "There's so much pride and enthusiasm. I have a lot of confidence in our Army," said Billy Jenkins, assistant principal for Swain County High School.

LT Kerry George, field artillery soldier, escorted the tour and enjoyed time spent with the educators.

"Your kids may not appreciate it, but for you to fly halfway around the country to better help them says a lot," said George. "On behalf of your students, I say thank you."

Recruiters provide military honors

By CPT Amy Sparling, Dallas Battalion Adjutant

ABILENE, Texas — When SFC Sergio Rivera, Abilene Station commander, discovered that nearby Dyess Air Force Base honor guard was unable to provide military details for all veterans in the area, he and eight other recruiters joined forces with several Air Force and Marine servicemen to rectify the situation.

The Veterans Serving Veterans Volunteer Honor Guard was formed in June 1997 to augment the efforts of the Dyess honor guard. These volunteers provide funeral details for both retirees and nonretiree veterans of all services in Abilene and surrounding communities.

Rivera is the NCOIC of the Veterans Serving Veterans Volunteer Honor Guard. The honor guard has conducted 24 military funerals since it was formed in 1997. The Dyess honor guard initially trained the volunteer honor guard.

"One morning I was driving to work and heard Mr. Ralph Rodriguez, Jr., a military retiree, on our local radio station asking for volunteers to help with military funerals," said Rivera. "I informed the recruiters in my station that I planned to volunteer, and every single one of them told me to add their names to the list of volunteers."

Although every military funeral is touching, Rivera explained that he felt privileged to participate in a unique ceremony in October 1997. On Columbus Day 1997, the honor guard conducted a memorial service for Juan C. Chia, a World War II veteran who died October 11, 1987.

Because his death occurred during a holiday weekend, Fort Hood was unable to provide an

honor guard for the Army veteran's funeral. In August 1997, Chia's daughter contacted the volunteers to take part in a 10-year memorial service.

The Veterans Serving Veterans Honor Guard provided a 21-volley salute, played Taps, and presented the American flag to Mary Leija, Chia's daughter. Rivera stated that it was one of the most emotional ceremonies that he has participated.

In August 1997, the mayor of Abilene, Gary McCaleb, requested that the Army recruiters lead Abilene's annual Veteran's Day parade. The recruiters proudly carried the National Colors, the Texas state flag, and the prisoner of war flag during the November 8, 1997 parade.


The Abilene recruiters have succeeded in their recruiting mission while providing the community support. The Abilene Station won the fiscal year 1997 Top Large Station, Dallas Battalion, and Top

Large Station, 2d Quarter, fiscal year 1998.

After Chia's memorial ceremony, Chia's two grandsons enlisted in the Army.

"The Abilene veterans community and the retirees on the honor guard bring in many leads for us," said SSG Joshua Watson, a field recruiter who has been in Abilene since May 1997. "We have received a lot of favorable publicity in the local newspapers and on the radio," said Watson.

The recruiters who participate or have participated in the Veterans Serving Veterans Honor Guard are SFC Sergio Rivera, SFC Roy Garza, SFC Joel Priest, SSG Eugene Hufford, SSG George Jackson, SSG Virgil Martin, SSG Francis Manroe, SSG Antonio Mendez, and SSG Joshua Watson.

They continue to provide military honors at veterans' funerals in Abilene and surrounding communities whenever asked. 



The Veterans Serving Veterans Volunteer Honor Guard conducted a memorial service for World War II veteran Juan C. Chia. Members of the volunteer honor guard are (from left) Ralph Rodriguez III and Ralph Rodriguez Jr., both retired; SSG Joshua Watson; SSG Eugene Hufford; SSG Virgil Martin; SFC Joel Priest; SFC Sergio Rivera; SSG George Jackson; SSG Frank Manroe; SFC Roy Garza; and B. J. Shirley, also retired. (Courtesy photo)



Sarasota (Fla.) Company present Sergeant Major of the Army Robert E. Hall with a company Stingray hat and knit shirt during a recent Florida Suncoast Chapter of the Association of the U.S. Army awards luncheon at MacDill Air Force Base. Back row from left are SFC James D. Henne, Port Charlotte; SFC Shawn Paradise, Fort Myers; SFC Michael W. Hargis, Naples; SSG Carlos A. Sanders, Cape Coral; SFC Michael A. George, Bradenton; and SFC Michael E. Smart, Sarasota. Front row from left are CPT Todd L. Tinius, Sarasota Company Commander; Sergeant Major of the Army Robert E. Hall; and 1SG Rodney A. Nicholes, Sarasota. (Photo by Ron Horvath)



SSG Jeffrey Jamison, Jackson, (Miss.) Battalion, shares Desert Storm mementos with Hometown Recruiter Assistance Program's PVT Amanda Pearson. Both Jamison and Pearson returned to their hometowns of Kosciusko to recruit. (Photo by Jack Hobbs)



SGT Jeffrey Wilson (left) and SFC Edward Stoltz (right), Costa Mesa Station work the Orange Coast College Job Fair. More than 100 organizations participated in the countywide fair. One of the many people who stopped by the Army booth included Adriana Diaz, (right) Estancia High School yearbook editor, and the job fair mascot. (Photo by Stan Cordell)

1. An applicant who enlists as a 128 (GA contract) and wants to participate in the Hometown Recruiter Assistance Program (HRAP) should be advised that they are

- a. qualified for the program
- b. qualified for the program if they are an honor graduate from basic training
- c. disqualified due to their education level
- d. qualified pending approval of the proper commanders

2. Which one of the following is an instructional guide for the proper use of the Army Recruiter Sales Book?

- a. USAREC Pam 350-7
- b. USAREC Pam 601-8-1
- c. USAREC Reg 350-6
- d. USAREC Reg 601-210

3. A qualified active Army applicant takes the ASVAB test on 9 April 1996. The applicant doesn't enlist into the Delayed Entry Program until 1 April 1998, with an active duty enlistment date of 2 May 1998. Based on this information only, what is the status of the applicant's test scores?

- a. Invalid due to the active duty date being more than two years from the original test date.
- b. Valid only if the applicant is in TSC I-III A.
- c. Valid even though the active duty date from DEP extends past the two-year validity period.
- d. Invalid, the ship date must be within two years of testing.

4. How many signatures are required on the Waiver Worksheet (USAREC Fm 670) before it can be submitted to the approval authority?

- a. four
- b. three
- c. two
- d. None, the waiver should go straight to the approval authority.

5. Who can approve an enlistment waiver for a prior service applicant voluntarily separated for pregnancy or parenthood?

- a. battalion commander
- b. CG, Personnel Command
- c. CG, US Army Recruiting Command
- d. CG, Army Reserve Personnel Command

6. An applicant who has completed an ROTC program and wants to enlist and receive the MGIB should be advised that they are:

- a. disqualified for any benefits of the MGIB
- b. fully qualified
- c. qualified only if they completed the ROTC program without a scholarship
- d. qualified only if they enlist as a Ranger

7. _____ is defined as the art and science of persuading people to accept an idea, service, or product.

- a. Recruiting
- b. Leadership
- c. Dishonesty
- d. Salesmanship

8. Under the Army Reserve Alternate Training Plan, what is the minimum period of time in the Initial Active Duty for Training (IADT) that a soldier must serve to be considered deployable?

- a. 1 year
- b. 6 months
- c. 12 weeks
- d. 8 weeks

9. A recruiter has a foreseen date to attend a professional development course. He will only be present for duty eight days during an RSM that has 21 to 25 processing days. What is the maximum mission that a recruiter may sign for on the Monthly and Quarterly Mission Box (USAREC Fm 711-2) document?

- a. 1 GSA
- b. none
- c. 1 other
- d. full mission

10. A photocopy or a carbon copy of the Police Record Check (DD Form 369) is acceptable. What section of this form must be the original?

- a. The applicant's signature.
- b. Section II
- c. The recruiter's signature.
- d. Section III

11. Applicants may take the ASVAB test while pending charges as long as the charge(s) do not require a waiver.

- a. True
- b. False

12. What is the validity period for a Police Record Check (DD Form 369) if there are no current allegations of arrests or convictions that do not require a waiver?

- a. 60 days
- b. 6 months
- c. 1 year
- d. None of the above; if there are no alleged or suspected new charges.

13. Which of the following is not one of the nine leadership competencies?

- a. teaching and counseling
- b. technical and tactical proficiency
- c. character
- d. communications

14. _____ gives soldiers the will to do everything they are capable of doing to accomplish the mission.

- a. Incentives
- b. Quality of Life
- c. The Daily Performance Review (DPR)
- d. Motivation

15. Having an honest understanding of who you are, what you know, and what you can do is important for which of the four factors of leadership?

- a. the soldiers
- b. the leader
- c. the situation
- d. communication

Morrell Awards

BALTIMORE

SFC Tony L. Baker

DALLAS

SFC Eric A. Fisher

DES MOINES

SFC Mark R. Dingman

MIAMI

SFC Alexander Roberts

MSG Janice Marshall

MSG Bernard Edwards

MINNEAPOLIS

SFC Matthew W. Cummings

NASHVILLE

SFC John A. White

SFC Raymond Bailey

SALT LAKE CITY

SFC Arthur D. Gallup

SAN ANTONIO

SSG Andre E. Kendrix

SEATTLE

SFC Audrey Sims

5th AMEDD Detachment

SFC Mark A. McMurray

SFC Russell J. Gordon

SFC Jane E. Baskerville

HQ, USAREC Special Forces

SFC Sherman H. Adkins

SFC Theodore E. Lidie

SFC Peter A. Moody



Rings Rings



BALTIMORE

SFC William J. Famerie

SFC Michael A. Cato

SSG Alexander F. Mitchell

SSG Suzanne C. Sueing

DALLAS

SFC Luther Harris Jr.

SFC Kenneth L. Luburger

SSG Charles W. Bradshaw

GREAT LAKES

SFC Rosie McCollum

HARRISBURG

SFC David S. Johnson

INDIANAPOLIS

SSG Donald M. Glass

PHOENIX

SFC Merell Burkett

SACRAMENTO

SSG Frederick P. Manuta

SSG David O. Heidebrink

SALT LAKE CITY

SGT Kevin J. Strakal

SAN ANTONIO

SFC Frank B. Taylor

SEATTLE

SSG Michael Roth

SYRACUSE

SFC Bryon C. Kehl

TAMPA

SFC Christopher Alexander

HQ, USAREC

SFC Lorie L. Robinson

HQ, USAREC Special Forces

SSG Reginald Bailey

5th AMEDD Detachment

SFC Dave Secrest

SFC Reuben Q. Sabio

ALBANY

SGT Bennie B. Anderson
SGT Edward R. Davis
SSG Donald B. Jones

ATLANTA

SSG Bobby Nelson
SSG Joel Crosby
SSG Stephen Boling
SSG Frankie Hicks
SGT Robin Bowman

BECKLEY

SSG Randolph J. Jennings, Jr.

CHICAGO

SFC Alfred L. White

CLEVELAND

SFC Paul B. Guzman
SGT Lajchon D. Gordon

COLUMBUS

SSG Bryan E. Womack

DALLAS

SSG Susan G. Harrington
SGT Gary Pelletier
SGT John W. Franklin
SFC Kenneth S. Tilton
SGT Monte A. Schrader
SGT Peter J. Papin
SSG Joshua J. Watson
SSG Bentley N. Torez

DES MOINES

SSG Corey M. Ingram
SFC Jeffery E. Voss

GREAT LAKES

SSG Albert Crawford

INDIANAPOLIS

SGT David L. White
SSG Joseph Oryan
SSG Robert Serna

JACKSON

SSG Robert V. Cooper

KANSAS CITY

SSG Brian K. Friedman

LOS ANGELES

SSG Ignacio M. Gonzalez
SSG Dwayne E. Gethers
SSG Melvin L. Brown

MID-ATLANTIC

SGT Kenneth L. Beverley
SSG Angela D. White

MILWAUKEE

SFC Jeffrey D. Kennedy
SGT Matt W. Matthews

MONTGOMERY

SFC Kenneth Rush

NASHVILLE

SSG Willie B. Reed

NEW ENGLAND

SSG Robert C. Browne

NEW YORK CITY

SFC William D. Kilmer
SFC Luis Gonzalez
SSG Clayborne Spillers

OKLAHOMA CITY

SSG Jimmie M. Brown

PITTSBURGH

SGT John D. Cromley

PHOENIX

SGT James E. Keenan

SACRAMENTO

SGT Scott J. Kopas
SSG Kenneth Sloat

SALT LAKE CITY

SSG Brian J. Shields
SGT James W. Brunner
SSG Douglas A. Kleem
SSG Mark D. Wojcinski

SEATTLE

SSG Kevin J. Hill
SFC Joel A. Estes
SSG Michael D. Linwood

ST. LOUIS

SGT Clifton R. Weigel

SYRACUSE

SGT Barry P. Halwig
SSG Michael P. Dauzy

TAMPA

SSG Henry P. Mabry
SSG Anthony R. Yon





Quality Volume - The Key To Our Success

Headquarters U.S. Army Recruiting Command



RSM April 1998

1st Brigade 2d Brigade 3d Brigade 5th Brigade 6th Brigade

TOP TEAM MEMBER (Recruiter)

RA SSG Carvalho, C. (BN) (New England)	SFC McNeal, R. (Jacksonville)	SGT Long, C. (Great Lakes)	SSG Jones, V. (Des Moines)	SSG Holmes, D. (Phoenix)
USAR SFC Savage, C. (BN) (Pittsburgh)	SFC Vines, U. (Columbia)	SGT Hall, W. (Minneapolis)	SFC Leach, F. (Dallas)	SSG Tom, G. (Sacramento)

TOP TEAM (Station)

LARGE Hermantage (BN) (Pittsburgh)	Columbia Downtown (Columbia)	Shively (Indianapolis)	Ridgmar (Dallas)	Ventura (Los Angeles)
SMALL Hanau (BN) (Albany)	Louisville (Jackson)	Dickinson (Columbus)	Sweetwater (Dallas)	Scottsbluff (Denver)

AMEDD

(HCRT) Richmond	Mississippi & Tennessee	Chicago	Houston	Southern California
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RO/FY 98-07

“Close the Loop!”

MARK R. HAMILTON
Major General, USA
Commanding

Answers to the Test

- | | | |
|-----------------------------------|-------------------------------------|-------------------------------|
| 1. a, USAREC Pam 601-31, 5 b (3) | 6. c, USAREC Reg 621-1, 1-4, i (2) | 11. a, AR 601-210, 2-10 a (2) |
| 2. b, Recruiter Management Update | 7. d, USAREC Pam 350-7, 5-1 | 12. d, AR 601-210, 2-10 g |
| 3. c, AR 601-210, 5-8 (j) | 8. c, AR 601-210, 5-67 b (2) | 13. c, FM 22-100, Appendix A |
| 4. b, USAREC Reg 601-56, 2-2 b | 9. a, USAREC 601-73, 4a(6), Table 2 | 14. d, FM 22-100, Chap 6 |
| 5. a, AR 601-210, 4-9 f | 10. d, USAREC Reg 601-94, 5 g | 15. b, FM 22-100, Chap 2 |



Army *Values*

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**Bear true faith and allegiance
to the U.S. Constitution,
the Army, your unit
and other soldiers**